

The National Business Center (NBC)

Strategic Plan

Fiscal Years

2006 – 2010

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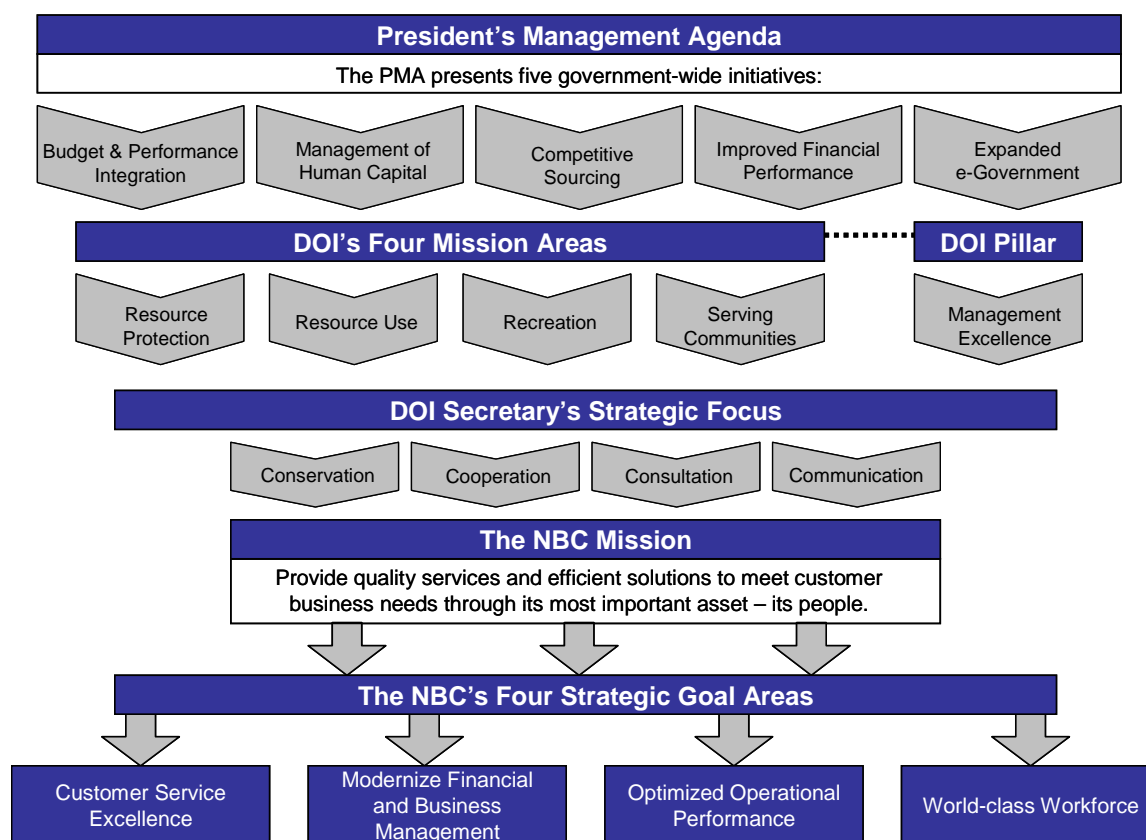
1 Executive Summary

Nearly six years ago, the Secretary of the Interior established the National Business Center (NBC) with an important mission - to provide general administrative and financial services and systems across the Department of the Interior (DOI) and to other Federal Agencies. The DOI recognized that by providing specific functional services, the NBC could deliver services to agencies more efficiently, effectively, and economically than they could do for themselves.

Since its inception, the NBC has grown an important base of clients and become an enabler of the DOI's mission and strategic direction. But this is only the beginning. With the release of the President's Management Agenda (PMA) in early 2001, it has become clear that cross-servicing is an important and lasting movement in Federal management, and the NBC's future has never held more promise. This five-year strategic plan for the NBC defines the vision for the NBC to become the preferred Center of Excellence (COE) and provider of administrative and management support services within the DOI and to external Federal Agencies. In addition, it describes the human and technical capabilities necessary to achieve this COE vision and depicts the roadmap – the set of related initiatives – required for the vision to be achieved.

The Executive Summary of the NBC's Strategic Plan will address: 1) The Alignment between the PMA and the NBC; 2) The Alignment between the DOI and the NBC; 3) The NBC's Strategic Framework; and 4) The NBC's Strategic Roadmap. The premise of this Strategic Plan is that it is in concert and compliance with both the PMA and the strategic goals of the DOI. Figure 1-1 depicts the crucial linkage connecting the PMA, the DOI, and the NBC.

Figure 1-1 – Linkage of the NBC's Mission to the PMA and the DOI



PMA and NBC Strategic Alignment

The President's Management Agenda (PMA) lays out the President's vision for governmental reform and is guided by three primary principles: 1) Citizen-centered, not bureaucracy-centered; 2) Results oriented; and 3) Market based – should actively promote, rather than stifle, innovation through competition.

The PMA also outlines five inter-related elements, or activities that cut across the entire Federal Government as the focus for necessary management improvements. The importance of these five elements is readily apparent by the fact that the DOL's scorecards, and those of other Federal Agencies, are focused on each of these elements, described below:

- *Competitive Sourcing* encourages public-private competitions to assess how best to deliver services to the public; the focus is not on contracting out services or reducing the Federal payroll. Competitive sourcing is about using competition as a way to enhance business results within government agencies.
- *Improved Financial Performance* ensures that Federal financial systems produce accurate and timely information to support operating, budget, and policy decisions.
- *Budget and Performance Integration* develops standard, integrated budgeting, performance, and accounting information systems at the program level.
- *Expanded Electronic Government* champions citizen-centered electronic government that will result in a major improvement in the Federal government's value to the citizen.
- *Strategic Management of Human Capital* attracts and retains the right people, in the right places, at the right time.

The NBC has linked its strategic direction to the PMA by aligning its own mission, vision, and goals to the vision and strategic direction of the PMA. The NBC's mission ***To Provide Quality Services and Efficient Solutions to Meet Customer Business Needs Through its Most Important Asset – its People*** and its four strategic goals, seen in Figure 1-2, champion the PMA's vision by directly supporting its five inter-related elements, as indicated in Figure 1-3.

Figure 1-2 – The NBC's Four Strategic Goals

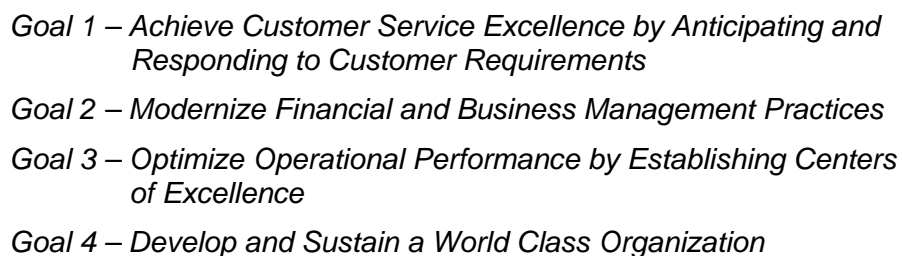
- 
- Goal 1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements*
 - Goal 2 – Modernize Financial and Business Management Practices*
 - Goal 3 – Optimize Operational Performance by Establishing Centers of Excellence*
 - Goal 4 – Develop and Sustain a World Class Organization*

Figure 1-3 – The NBC’s Alignment to the PMA’s Five Inter-related Elements

<i>The PMA’s Five Inter-Related Elements</i>	<i>The NBC’s Alignment</i>
Competitive Sourcing	<p>The NBC has linked its first and third strategic goals to this inter-related element in order to assess how best to deliver services to the public in a public-private competitive environment, enabling the best possible value of services to the NBC’s customers.</p> <p>Competition also promotes innovation, efficiency, and greater effectiveness. The process of competition provides an imperative for the NBC to focus on continuous improvement and removing obstacles to greater efficiency.</p>
Improved Financial Performance	<p>The NBC has directly linked its second strategic goal to this inter-related element and will also undertake an enabling initiative to support improved financial performance across the organization as a whole by researching and implementing leading business processes or appropriate industry best practices to support the modernization of the NBC’s internal financial management operations, integrity, accountability and control and creating an internal cost management program.</p>
Budget and Performance Integration	<p>The NBC has linked its second strategic goal to this inter-related element and will also undertake an enabling initiative to support budget and performance integration across the organization by identifying high quality outcome measures, accurately monitoring the performance of NBC programs, and beginning to integrate this with associated cost information. The NBC currently has a cost allocation study in progress, leading the way to integration of budget and performance and enhanced cost accounting.</p>
Expanded Electronic Government	<p>The NBC has linked its third strategic goal to this inter-related element and will also undertake an enabling initiative to support an expanded electronic government by developing and implementing a shared services provider model through service-oriented architecture (SOA). SOA will provide a unified approach to service delivery within the NBC that will enhance the interoperability and reuse of service components leading to an expanded electronic government, as well as efficient and productive customer services that are both flexible and efficient.</p>
Strategic Management of Human Capital	<p>The NBC has directly linked its fourth strategic goal to this inter-related element and will also undertake an enabling initiative to support the strategic management of human capital by performing a corporate-wide skills assessment, identifying core competencies for major NBC occupations, and determining what skills the NBC currently lacks. This will allow the NBC to develop strategies to recruit, train, and reward employees and develop a high-performing workforce that enables the NBC to rapidly respond to customer requirements.</p>

DOI and NBC Strategic Alignment

In addition to an alignment with the PMA, the NBC's strategic direction also links to the DOI's mission – ***To protect and manage the Nation's natural resources and cultural heritage; provide scientific and other information about those resources; and honor the responsibilities and commitments to American Indians, Alaska Natives, and affiliated island communities.*** The four DOI mission areas are described below:

Resource Protection – The DOI is responsible for protecting the nation's natural, cultural and heritage resources. The resource protection responsibilities are divided into three main categories: lands and water; fish and wildlife; and culture and heritage.

Resource Use – The DOI is responsible for managing natural resources to promote responsible use and sustain a dynamic economy. The Department has been responsible, since 1849, for managing the vast resources of America's public lands. This includes managing resources such as land, dams, reservoirs, forests, and wilderness areas.

Recreation – The DOI is responsible for providing recreation opportunities for America. The recreation responsibility is shared among the Bureau of Land Management (BLM); the National Park Service (NPS); the Bureau of Indian Affairs (BIA); the Fish and Wildlife Service; and the Bureau of Reclamation. Interior's recreation destinations are among the Nation's most popular; almost 500 million people visit these sites annually.

Serving Communities – The DOI is responsible for protecting lives, resources and property; providing scientific knowledge for better decision making; and fulfilling the Nation's trust to American Indians, Native Alaskans, and residents of Island communities. The DOI helps protect communities from wild land fires; provide scientific assessments and information on the quality of our Nation's water resources; and provide access to geospatial and natural resource data.

The NBC's mission also supports the DOI mission by providing customers with the most efficient support services so that public funds can best be used to enable the operational core mission. Specifically, two of the NBC's core Lines of Business (LOBs) – Aviation Services and Appraisal Services – directly support the DOI's four mission areas, as identified in Figure 1-4. The remaining NBC LOBs – Financial Management, Human Resources, Training, Acquisitions, Other DOI Support Services, and Information Technology – directly support the DOI's "***management excellence***" pillar by adopting the same guiding business principles as the DOI – *Integration, Accountability, Customer Value, and Modernization.*

Figure 1-4 – The NBC’s Alignment to the DOI’s Four Mission Areas

DOI Goal	Aviation Services	Appraisal Services
<i>Resource Protection</i>	Quality aviation resources provided by the NBC’s Aviation Management Directorate (AMD) and heavily used by the BLM, FWS, NPS, and the BIA have significant impact upon all three categories of resource protection: lands and water; fish and wildlife; and cultural and heritage. These missions include fire suppression activities, law enforcement surveillance, airborne research, river/lake stocking, water quality surveillance, wildlife and migratory bird tracking, and airborne surveillance of national heritage sites.	Appraisal services are required in all land acquisitions by the NPS, the BLM, and the FWS using Land and Water Conservation Fund Migratory Bird Conservation Fund moneys. These land acquisitions along with land exchanges carried out by the BLM under the Federal Land Policy and Management Act (FLPMA) play an important role in meeting the resource protection goals of the Department.
<i>Resource Use</i>	Aviation resources are provided to all DOI agencies in supporting their mandate for managing vast area of natural resources of the public lands, forests, and wilderness areas. Additionally, aviation resources acquired by the AMD and assigned to the Bureau of Reclamation, BLM, and other DOI agencies, are utilized to provide security services for dams, reservoirs, forested lands, and wilderness areas, including law enforcement support for other resources.	The NBC’s Appraisal Services Directorate (ASD) provides appraisal services to the Bureau of Reclamation and its partners at the State and local water district levels to complete transactions, which promote the proper use of water resources in the western United States. Appraisals of mineral and timber resources for all bureaus also support this goal.
<i>Recreation</i>	Aviation resources utilized by the NPS, BLM, FWS, and other DOI bureaus are used for search and rescue (SAR) and evacuation of injured or other emergency medical care visitors is an essential part of the overall DOI recreation services offered to the public. AMD also provides technical and safety management advice to the NPS.	ASD provides appraisal services to the National park Service in support of its grants program to state and local governments for acquisition of parks and recreation facilities. In addition, the concessions valuations support provided to the NPS also directly supports this Departmental goal.
<i>Serving Communities</i>	AMD provides aviation resources and qualified personnel in direct support of the DOI’s responsibility for protecting the public and providing support of its land management stewardship responsibilities. Direct aviation support is provided for conducting wild land fire suppression, extraction of endangered fire crews/ citizens during catastrophes. The DOI also utilizes AMD-provided aircraft and flight crews for airborne wildlife, ecological, and environmental surveys.	Through the management of the Office of Appraisal Services within the office of the Special Trustee for American Indians, the ASD provides the appraisal services required by the Bureau of Indian Affairs and the OST to meet their obligations to American Indians and Native Alaskans.

Business Benefits Realization

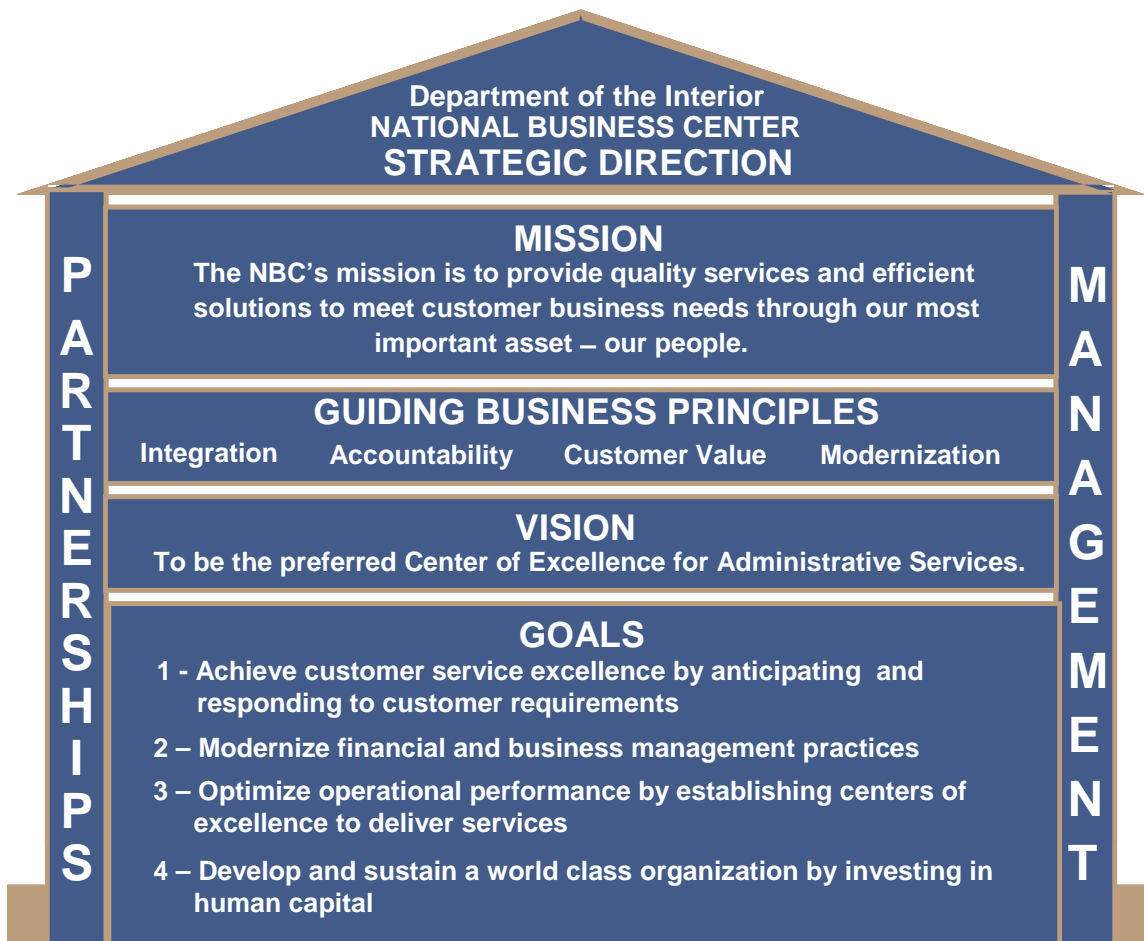
The partnership and business ventures between the NBC, DOI Bureaus, and other NBC clients are critical to successfully achieving mutually beneficial business benefits. The major benefits that can be mutually realized can be categorized in the following manner:

- *Efficiency:* The DOI has strongly supported the expansion of administrative cross-servicing to other Government Agencies for 30 years. This effort has seen significant growth during the last decade and has expanded recently with the President's Management Agenda including initiatives such as e-Pay, Financial Management Line of Business and Human Resources Line of Business. DOI fully supports these types of initiatives to reduce cost and provide quality service in the administrative areas across the Federal Government. Through such initiatives in the pay and personnel area, considerable "economies of scale" have been realized. We have been able to reduce our cost of payroll services by over 30 percent over the last 15 years, while increasing the systems functionality by more than 80 percent for the same period. In addition, these initiatives have allowed our client agencies to eliminate redundant systems and resources resulting in additional savings for their agencies. Through the use of consolidation, standardization, and adoption of best practices we have made the administration of DOI and our client agencies simpler. This has allowed the clients to concentrate on their mission performance and reduce the cost and emphasis on administrative matters. We have cultivated a cadre of experts in Federal personnel and payroll which our clients can rely on to either directly service their employees or to facilitate combining requirements to obtain the best contractor solutions at the lowest cost. Similar results in Acquisitions, Financial Management and Information Technology have had comparable benefits to the Department and other Federal Agencies.
- *Expertise:* The ability to continue to realize "economies of skill" will provide significant efficiencies throughout the Department and other client agencies. This potential is evident in multiple LOBs across the NBC. For example, the NBC Acquisition organization has attained specialized skills in the Acquisition arena including niche areas such as contracting, competitive sourcing, strategic sourcing, and leasing. Building upon and leveraging these skills across the DOI results in standardized practices, continuity of expertise, and increased productivity for highly skilled resources. By utilizing this expertise in a services model and maintaining a COE, the NBC can continue to improve its best practices and it can attract and retain the level of staff expertise necessary to meet quality and service objectives and thus realize strength in numbers. This will ultimately result in a high level of expert resources possessing specialized skills within the NBC, thereby ensuring high quality services for NBC clients.
- *Risk Reduction:* The utilization of the NBC for administrative and business management services provides the Department and other clients with the opportunity to reduce their risks. The potential business benefits of this risk reduction are significant. The NBC maintains the expertise necessary for the effective migration of clients to NBC services and solutions. Any such migration presents considerable challenges, both technical and business in nature. The NBC's vast experience and proven methods of successfully migrating clients reduces the total risks for our clients. In addition, the NBC offers services built upon the solid foundation of proven technology solutions. The migration to the NBC's services presents clients with considerably less risk than the alternative of establishing and maintaining similar solutions on their own. Finally, and perhaps most significant, is the benefit client Program Managers receive by utilizing NBC services. When the NBC

provides a client with administrative and business services, the NBC takes responsibility for attending to operational details and resolving the day-to-day issues. By entrusting this responsibility to the NBC, client Program Managers can focus their valuable time and attention on achieving critical core mission objectives. For these reasons, selecting the NBC for administrative and business services presents clients with varied and considerable opportunity to reduce risks.

The strong linkage between the PMA, the DOI, and the NBC advances the NBC's strategic direction and future vision of *becoming the preferred Center of Excellence for administrative services*. Figure 1-5 depicts the NBC's strategic direction including its mission, guiding business principles, vision, and strategic goals.

Figure 1-5 – The NBC's Strategic Direction



The NBC's Strategic Framework

The NBC has developed four primary strategic goals that comprise its strategic framework in order to support both the vision of the PMA and the mission of the DOI. These four strategic goals are described below:

Goal 1 is to ***Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements***, by consistently measuring and meeting customer satisfaction goals for all lines of business.

Goal 2 is to ***Modernize Financial and Business Management Practices***, by leveraging activity-based cost structures to allocate all costs to services and then completely recover these costs through the delivery of services to customers.

Goal 3 is to ***Optimize Operational Performance by Establishing Centers of Excellence***, by performing work in the most effective, efficient, and economical manner.

Goal 4 is to ***Develop and Sustain a World Class Organization***, by investing in, communicating with, and leading the NBC's workforce.

The NBC's four strategic goals also embody the DOI's four guiding business principles – *Integration, Accountability, Customer Value, and Modernization*. The NBC adopted the DOI's four guiding business principles, which further validates the alignment between the NBC vision and that of the DOI.

Integration – The NBC looks at the big picture and, following the Secretary's vision for effective program performance, (the 4C's – Consultation, Cooperation and Communication, all in the service of Conservation), it seeks ways to provide better service to its customers. Integration of administrative service offerings can improve effectiveness and efficiency of operations. Working in partnership with its customers to link systems and services, the NBC is able to operate as an effective and efficient COE and achieve best value.

Accountability – The NBC endeavors to accurately and consistently measure and communicate what it does so its customers and American taxpayers can evaluate the NBC's performance. Only through accountability of its actions does the NBC ensure a competitive advantage and the trust of its customers.

Customer Value – The NBC's central management goal is to provide customers with an effective, efficient, and economical option for administrative and management services that is more compelling than the "do-it-yourself" alternative. The NBC's ability to provide shared and administrative services at best value enables our customers to focus scarce human and fiscal resources in support of program mission activities. Infusing efficiencies and maximizing economies of scale within NBC-provided services and providing the expected level of customer value will enable customers to focus directly on achieving program missions.

Modernization – The NBC keenly pursues technological progress and advances in management practices that increase efficiency and effectiveness and position the organization for cutting-edge performance and service level achievement.

The NBC's Strategic Framework: Centers of Excellence

The NBC's four strategic goals, combined with its four guiding business principles, support a fundamental direction of the Office of Management and Budget (OMB) to implement the PMA by establishing designated Centers of Excellence (COEs) to provide cross-agency delivery of functional Lines of Business (LOB). A COE is an LOB widely recognized for outstanding

performance and readily outperforms the competition. COEs are chartered with delivering high-quality services, at competitive prices, while striving to improve efficiency over time. The NBC, through its strategic plan, will align with the Presidential direction by establishing each of its Core LOBs to operate as centers of excellence. The LOB service offerings, listed below, will enable the NBC to achieve its COE vision and offer its customers the best value alternative for administrative and management services.

- **Financial and Business Management Services*** – Provides customers with an array of financial services and systems support. These services and systems supported are categorized as either Financial Management Systems Support or Accounting Operation Services.
- **Human Resource (HR) Services*** – An extensive set of services for assisting in managing human capital. The four key service offerings include: Core HR Services, Payroll, Expanded Services (Operational Servicing) and Random Drug and Alcohol Testing.
- **Training Services** – The DOI University offers several training programs in Leadership and Performance, Online Learning Systems, and Cultural Resources and Events.
- **Acquisition Services** – Provides lifecycle acquisition services including Contract Support, Charge Card Oversight Services, Leasing Services and Indirect Rate Negotiations.
- **Appraisal Services** – Provides appraisal services to DOI Bureaus. The services offered include General Appraisal Services, Appraisal Review Services, Appraisal Consulting and Concession Valuations for customers.
- **Aviation Services** – Provides aviation safety and mishap prevention policy and oversight in support of aviation functions.
- **Other DOI Support Services** – A wide variety of services are provided including Creative Communication Services, Employee Services, Facilities Management, Property and Asset Management Services, Mandated Services, and DOI IT Support Services.
- **Information Technology (IT) Services** – Premier provider of IT Services to the NBC, including Infrastructure, Integration, Disaster Recovery, Web Development, and IT Security are offered in support of the NBC.

**Designated by OMB as a cross-agency provider.*

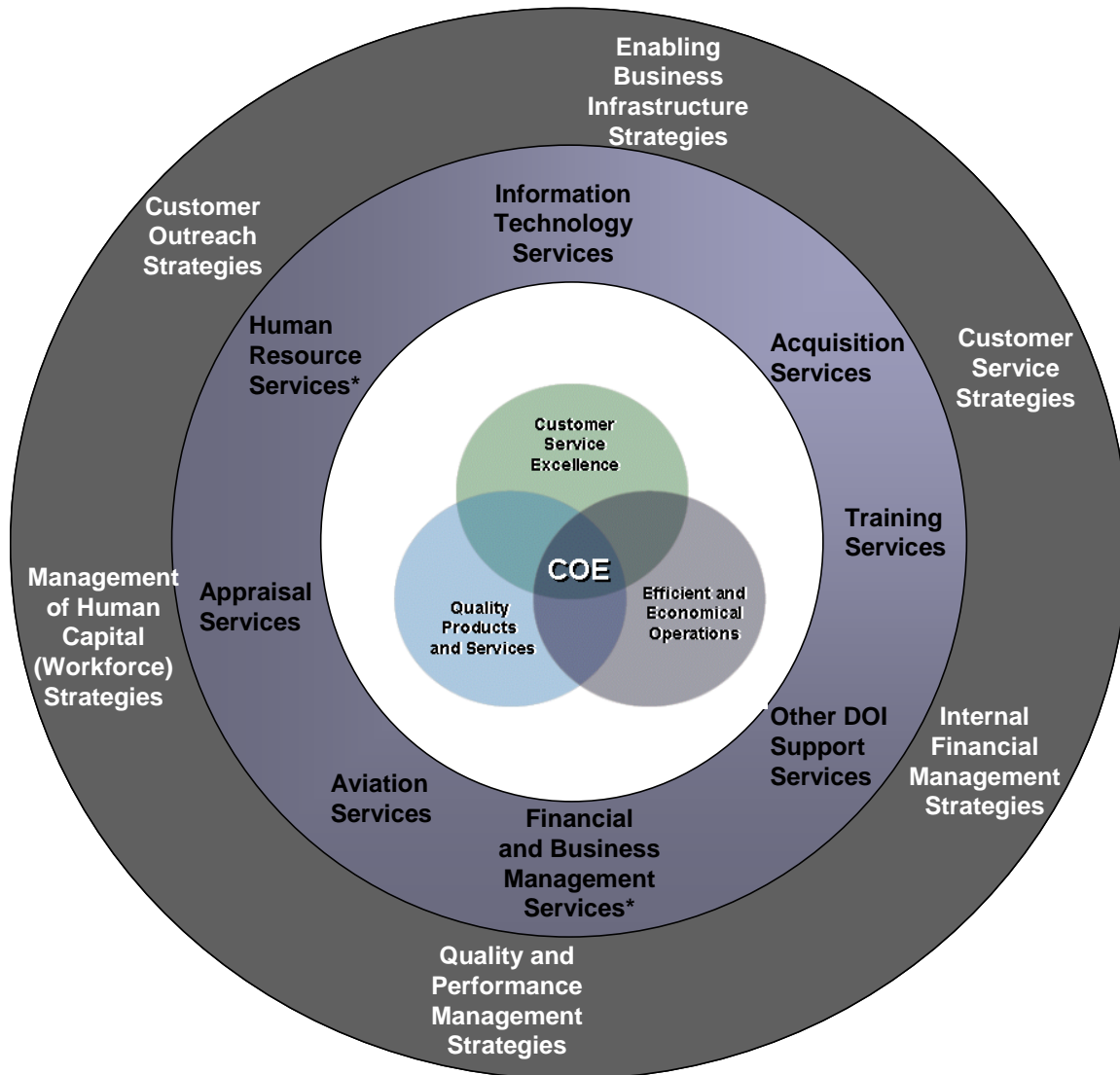
Competition and choice are essential to the delivery of quality service, and the NBC recognizes that it must earn and retain its DOI and other Federal Agency customers by providing better service than other government COEs and private sector providers. The NBC has made the following three critical success factors central to its strategy for success: *Customer Service Excellence, Quality Products and Services, and Efficient and Economical Operations*. The following enabling initiatives will infuse a performance-oriented delivery structure and differentiate the NBC in the market as the service provider of choice.

- **Customer Service** – Construct a world-class call center environment to provide customers with the support and services they expect and demand.
- **Strategic Management of Human Capital (Workforce)** – Develop and maintain a strong, skilled and diverse workforce. Ensure the NBC has the right people with the right skills at the right time.
- **Internal Financial Management** – Utilize industry best practices in funding and financial management, including the migration to an activity-based cost system, to support short and long term goals of the NBC.

- **Quality and Performance Management** – Integrate quality management and continuous improvement principles, policies, processes, practices and standards across the NBC in order to meet or exceed customer expectations.
- **Enabling Business Infrastructure** – Develop a flexible, crosscutting business infrastructure that is adaptable to changing business needs and workload volumes and that addresses all business support processes, physical infrastructure, and technology infrastructure to enable the optimization and adaptability of enterprise services.
- **Customer Outreach** – Perform customer outreach activities to nurture existing customer relationships and develop new, strong relationships.

In pursuing operational centers of excellence for each LOB, the NBC will achieve its vision through these main six strategic enabling initiatives. Figure 1-6 describes the NBC's strategic framework and how it's critical success factors, eight core LOB services, and strategic enabling initiatives all come together to facilitate the operation of centers of excellence.

Figure 1-6 – The NBC's Strategic Framework



Legend

Core Layer – COE Critical Success Factors

Middle Layer – Core LOB Services

Outer Layer – Enabling Initiatives

Each of the NBC's core eight LOBs has identified their respective roadmaps over a five-year horizon, as seen in Figure 1-7, to operate as centers of excellence and to achieve the goals of the PMA, the DOI, and the NBC. This high-level roadmap sets the strategic direction and identifies the major efforts that will occur during the implementation of the NBC's FY06 – FY10 Strategic Plan.

Figure 1-7 – The NBC's FY06 – FY10 Roadmap

Core LOBs	Roadmap Activities	FY06	FY07	FY08	FY09	FY10
Financial & Business Management Services	<ul style="list-style-type: none"> • Deploy and support the Financial Business Management System (FBMS) • Develop Financial Management business Plan • Migrate FM Service Offerings from Legacy Systems to Standardized Solutions • Establish A-123 Compliance Activities 					
HR Services	<ul style="list-style-type: none"> • Increase Usage and Customer Base of Core HR Services • Decouple HR Services and Corresponding Systems • Expand Existing HR Service Offerings • Acquire HR Skillsets and Workforce to Support New Systems and Service Offerings • Migrate from Product to Service-Oriented Delivery Model • Enable Seamless Integration of Cross-Functional Business Processes 					
Training Services	<ul style="list-style-type: none"> • Transition from Homegrown LMS to Government-Wide LMS (GoLearn) • Expand Intern Programs for FM, HR, and IT • Increase Usage of and Participation in Leadership Development Programs • Expand Online Learning Programs 					
Acquisition Services	<ul style="list-style-type: none"> • Increase Usage and Customer Base of Acquisition Management Services • Implement Acquisition Audit and Compliance Program • Pursue Integration of GovPay Electronic Invoice System • Increase Usage of Federal Assistance Management Services • Integrate GovWorks into the Acquisition Services LOB • Increase Diversity of Customer Base (to Include More Civilian Agencies) • Enable Seamless Integration of Cross-Functional Business Processes 					
Appraisal Services	<ul style="list-style-type: none"> • Establish Consistent Appraisal Departmental Policies and Procedures • Refine SOPs and Business Processes • Establish Compliance Inspection and Continuous Improvement Program • Expand Appraisal Service Offerings in Minerals, Timber, and Water Evaluation 					
Aviation Services	<ul style="list-style-type: none"> • Update and Consolidate Aviation Policies and Manuals • Establish Consistent Standard Operating Procedures • Align Core Competencies to Satisfy New Aviation Standards and Technologies • Enhance Bureau Partnerships for Increased Efficiencies • Enhance and Expand Aviation User training Activities 					
Other DOI Support Services	<ul style="list-style-type: none"> • Refine SOPs and Business Processes • Increase Usage and Customer Base of DOI Support Service Offerings • Define Performance Expectations and Service Level Agreements (SLAs) • Expand Employee Services Offerings • Provide Management Support to Modernization Project • Refine Facilities Core Competencies Based on Modernization Upgrades 					
IT Services	<ul style="list-style-type: none"> • Modernize IT Security Program • Expand Disaster Recovery Service Capability • Migrate to Flexible Service-Oriented Infrastructure Capabilities • Develop and Implement Service-Oriented Architecture (SOA) • Align Core Competencies to Satisfy IT LOB Services and Solutions 					

Challenges Facing the NBC

As the NBC continues to be a leading provider of quality services, the expectations of and demands on the NBC will increase. Thus, the NBC views the following among the most significant challenges it faces:

Customer Focus – The challenge to provide higher quality services and better customer support. As technological and operational capabilities increase, customers will expect greater efficiencies and quicker turnaround among services. At the same time, budgets are constrained while workloads increase. Customers are demanding more value for their money. The NBC must increase operational and technological efficiencies to respond to customers' increasing demands and expectations.

Funding – The challenge to predict funding in order to optimize the NBC's service delivery infrastructure. The ability to secure funding is a key to the NBC's success as a provider of administrative services. Under the current Working Capital Fund structure, the NBC may carry-over funding year-to-year, but by definition NBC can only charge for full cost recovery. This implies that the procurement of funding for future improvements or advancements has been problematic. Planning and executing strategies to fund NBC-wide initiatives will be a key challenge that must be overcome in order for the NBC to offer competitive and world-class services.

Skills – The challenge to recruit and retain a highly skilled, motivated, and diverse workforce. The NBC's status as a leading provider of quality administrative services is inextricably linked to its workforce. The diverse nature of NBC's LOBs and services requires employees with a wide variety of knowledge, skills, and abilities. The NBC must ensure that while current staff is retained and new staff is hired, that all intellectual capital is managed appropriately. As the NBC deals with significant workload growth and an anticipated increase in attrition due to a corresponding increase in the rate of retirements, the NBC must maintain a high-performing workforce, thereby ensuring that the COE operational goals are achieved and sustained.

Culture – The challenge to establish new management structures and incentive programs. As outlined in the PMA, measuring performance and attaining results is a key part of government reform. While efforts must be made at the NBC to hold contractors and employees accountable for their performance, it is important to leverage incentive programs to increase and reward performance results.

Growth – The challenge to pursue an expanded customer base that will result in economies of scale while still meeting unique customer requirements. Although the NBC is a leading provider of quality services, internal and external competitors exist. Customers seek providers who offer services at competitive prices while addressing their unique needs and requirements. By increasing the customer base, the NBC can realize economies of scale through economical pricing. In order to retain current and attract new customers, the NBC must satisfy unique customer requirements, as well as determine its position within the service market and develop go-to market plans. In addition, NBC must strive to implement improvements in its internal processes to achieve cost efficiency. In short, the NBC seeks to grow the business for the benefit of its customers.

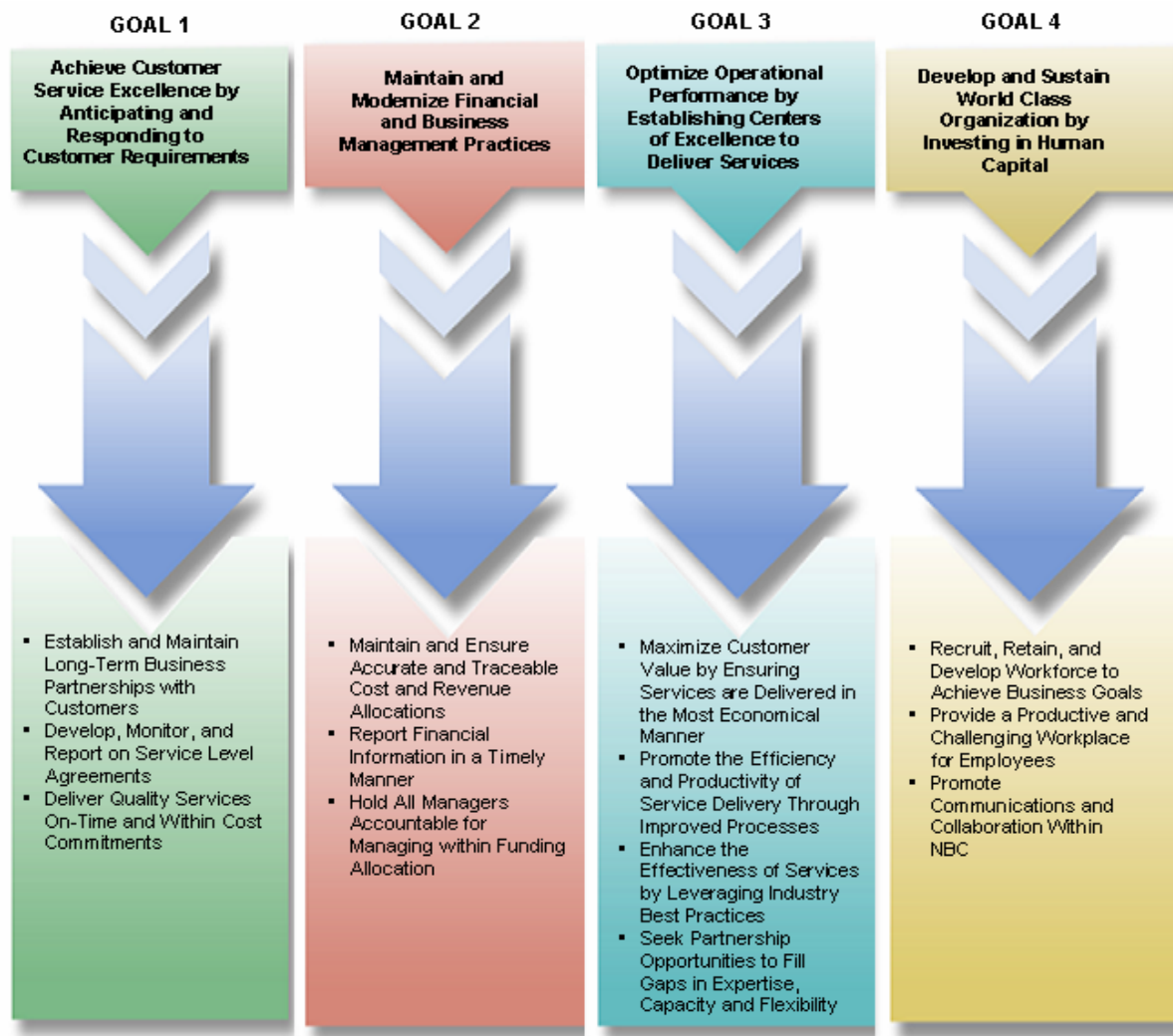
Business Infrastructure – The challenge to provide enterprise services along with an integrated technological infrastructure. As shared service environments become increasingly more valuable to providing more efficient, effective, and economical services to customers, the NBC must move towards integrating its business infrastructure by establishing a flexible and agile management environment, which is enabled through service-oriented architecture (SOA).

2 Strategic Goals and Objectives

The NBC has identified the four major goals as the primary strategic direction to achieve its mission and vision. Each of the NBC's strategic goals is centered on four main concepts: promoting a customer-focused organization, ensuring transparency of the financial environment, providing for excellence in operational processes, and cultivating a superior workforce.

The NBC has also identified the objectives and supporting strategies and means necessary to implement each of these goals. This strategic framework is the basis for the NBC to accomplish its customer-oriented mission. Each of the strategic goals and objectives that comprise the NBC's strategic environment are summarized in the strategic framework below in Figure 2-1.

Figure 2-1 - The NBC's Strategic Framework



Detailed descriptions for the NBC's individual strategic goals and objectives are further discussed in the following sections. Additionally, performance indicators have been identified to define and track the critical success factors towards achieving the NBC's goals. More detailed and LOB-specific performance indicators have also been identified, as seen in Appendix A.

2.1 Strategic Goal #1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements

Customer service excellence and customer partnerships lie at the heart of fulfilling the NBC mission and strategic goals. Customer-focused organizations are able to anticipate and quickly respond to market movements. These types of organizations are more efficient because there is a shared understanding of mission and direction, and they are able to deliver results that customers value and recognize. Delivering high-value products and services requires constant attention to best practices in similar organizations, continuous evaluation of opportunities for improvement, and integration with customers from planning to delivery of service improvements. Three objectives under this goal articulate the NBC's efforts to address management challenges and to become the leading customer-focused shared service provider.

Objective 1.1 – Establish and Maintain Long-Term Business Partnerships with Customers

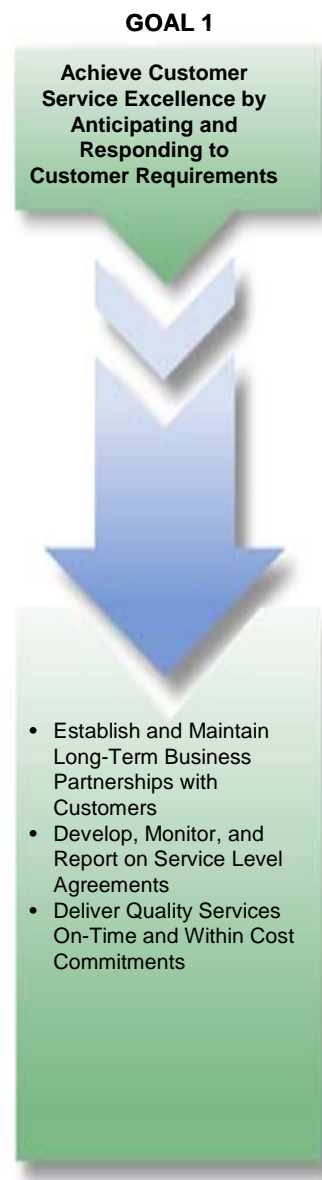
An important indicator of customer service excellence is the ability to attract and retain customers. A coordinated business development effort is a cornerstone of the NBC growth model. The NBC aims to attract new customers through a coordinated effort to market the NBC brand, while identifying and pursuing growth opportunities. The NBC will also pursue enduring business partnerships with valued customers by continuing to deliver quality services and responding to customer's changing needs.

Strategies and Means

- Host regularly scheduled customer focus sessions to solicit feedback on current challenges and future needs.
- Develop a customer retention plan monitor customer satisfaction, resolve problems, and pursue opportunities to expand the utilization of NBC services beyond current levels.
- Establish a business development approach to identify, research, and pursue business opportunities within the Federal government. The program team will act upon each LOB's business opportunities by coordinating business development activities.
- Build on the NBC's reputation through a coordinated program to ensure the NBC name is associated in a consistent manner for all products and services.

Objective 1.2 – Develop, Monitor, and Report on Service Level Agreements

An effective method for achieving customer service excellence is the establishment and maintenance of a Service Level Agreements (SLA) with every customer. A SLA is a tool for helping the NBC and its customers improve communications, clarify responsibilities, manage expectations, and monitor performance. The NBC seeks to partner with customers and other stakeholders to facilitate 360-degree acceptance of standards and performance measures.



Strategies and Means

- Establish standards and procedures that all SLAs must follow in order to maintain consistency and quality of the documents across the organization. While each SLA will contain different metrics and agreement terms, the basic structure of the SLA must be preserved for each document created. The NBC will review the use of automated SLA tools to manage the SLA creation process.
- Establish processes to regularly monitor SLA performance to identify service delivery issues. A key element of customer satisfaction is performing to agreed-upon expectations. To proactively manage customer satisfaction, management must be enabled to regularly monitor its performance metrics so that service deficiencies can be identified sooner.
- Develop and maintain capability to perform quarterly reporting of SLA performance to provide customers with regular performance results.

Objective 1.3 – Deliver Quality Services On-Time and Within Cost Commitments

One aspect of customer service excellence is achieved by delivering timely services within budget. While timeliness and cost are important metrics of service delivery, the NBC does not sacrifice quality. The NBC strives to deliver quality services of the highest caliber that its customers expect. The NBC will set high goals for quality performance and customer satisfaction through a quality improvement process focusing on Quality Service Indicators (QSIs), which are linked to customer expectations. QSIs are essential metrics developed to assess the level of quality for any NBC service.

Strategies and Means

- Develop QSIs for each LOB service by identifying what customers consider as the most important indicators of quality. The QSIs will represent how customers view the NBC's performance. Benchmark QSIs with private sector where comparable.
- Monitor QSI performance data to anticipate and resolve service deficiencies pro-actively.
- Develop and standardize a customer satisfaction survey to capture performance feedback in a consistent format across the NBC. For each LOB, the survey will be tailored to address: (1) types of customers, (2) types of services, (3) expectations. The NBC needs to be committed to making improvements based on survey results and we must communicate results and improvements to customers.

Performance Indicators for Strategic Goal #1

- Percent of customers with Service Level Agreements (SLAs)
- Percent of SLA performance standards met or exceeding customer requirements
- Percent of customers satisfied with products and services
- Customer retention rate

2.2 Strategic Goal #2 – Modernize Financial and Business Management Practices

It is essential that the NBC embrace high standards of ethics, integrity and accountability. Without accurate and timely financial management information, it is not possible to accomplish the NBC's objectives and the PMA by securing the best performance and highest measure of accountability. Four objectives under this goal articulate the NBC's efforts to address management challenges and to modernize and maintain a financially sound and accountable organization. These goals will also position the NBC to adhere to OMB's Circular A-123, which addresses requirements for internal and accounting controls over financial reporting.

Objective 2.1 – Maintain Auditable Financial Records

Without accurate financial information, it is not possible to accomplish the goals of this strategic plan. Furthermore, achieving an unqualified audit opinion supports the Secretary of Interior's objective to establish clear performance measures and hold DOI managers and employees accountable for results. The NBC is committed to enabling its management with the tools and resources necessary to support clean audits year after year.

Strategies and Means

- Establish an independent NBC financial statement.
- Support a clean audit opinion to ensure accountability to the public and within the Federal government.
- Act on audit findings in a timely manner by establishing the policy, definitions, responsibilities, and procedures for audit follow-up.

Objective 2.2 – Ensure Accurate and Traceable Cost and Revenue Allocations

Understanding and controlling costs is essential to achieving the goals of this strategic plan. To that end, the NBC is in the process of enhancing its cost accounting program. The development of new cost data and analytic tools will help the NBC make management decisions based on sound business principles. In addition, this will help determine whether projected cost efficiency and productivity investments are realized.

Strategies and Means

- Establish process that requires managers to certify accuracy of financial information. By making managers at all levels accountable for the financial data, there is increased incentive to manage internal costs and resources.
- Refine Standard Operating Procedures (SOPs) for Financial Management to maintain a consistent set of approved financial management processes across the organization. This

GOAL 2

Maintain and Modernize Financial and Business Management Practices

- Maintain and Ensure Accurate and Traceable Cost and Revenue Allocations
- Report Financial Information in a Timely Manner
- Hold All Managers Accountable for Managing within Funding Allocation

set of procedures will increase the integrity of fiscal operations and help the organization achieve its financial management goals.

- Conduct regular internal review team meetings to maintain and analyze the accuracy of costs and revenue. This team will be tasked to establish a review process to analyze cost and revenue allocations to a chosen set of LOB services and activities. The services and activities chosen for review will rotate on a regular basis.
- Streamline financial management processes and provide training.
- Establish automated financial systems that generate current and accurate financial data.

Objective 2.3 – Report Financial Information in a Timely Manner

Without timely financial information, it is not possible to accomplish the PMA to secure the best performance and highest measure of accountability for the American people. The NBC is focused on enabling its management with the necessary tools and timely financial information to manage the NBC's mission and resources.

Strategies and Means

- Identify and provide managers with critical financial reports that will help them better manage NBC's mission and resources.
- Improve accessibility and functionality of reports so managers are better enabled to manage their fiscal responsibilities.
- Review critical financial report results with the senior executive team in order to keep up financial performance accountability at all levels.

Objective 2.4 – Hold All Managers Accountable for Managing Within Funding Allocation

The ability to effectively manage the organization within cost or funding constraints is a principal element of a financially sound and viable organization. The NBC is committed to fiscal responsibility by making managers at all levels accountable for managing within their funding allocation. In doing so, the NBC will establish standard financial management procedures and provide the necessary tools to obtain and utilize financial information.

Strategies and Means

- Tie management fiscal responsibilities to performance goals to increase accountability, which is relevant to the PMA's call for integrating budget and performance.
- Refine SOPs for Financial Management to maintain a consistent set of approved financial management processes across the organization.
- Enable managers with the tools (financial information systems) to obtain accurate and timely financial data on a regular basis.

Performance Indicators for Strategic Goal #2

- Receipt of clean audit reports
- No existing material weaknesses
- Receipt of required reports on a monthly basis
- Percent accuracy of cost and revenue data based on internal review
- Billings and revenue collections are accurate, timely and complete

2.3 Strategic Goal #3 – Optimize Operational Performance by Establishing Centers of Excellence to Deliver Services

The successful execution of the NBC's goals and objectives depends on its capabilities as a provider of shared services. The increasing customer demand for performance and value combined with the reality of limited budgets requires a customer-focused organizational approach to optimizing operational performance. To meet these challenges, the NBC will establish a COE for each LOB. An NBC COE is a set of customer-oriented services that has become widely recognized for outstanding performance and readily outperforms the competition. To deliver high-value products and services, a COE identifies and utilizes industry best practices, continuously evaluates opportunities for improving product and service quality and leverages industry partnerships to support the NBC service delivery model. The four objectives under this goal clearly define the NBC's commitment to service excellence and building long-term customer relationships by delivering services economically, efficiently and effectively. A critical aspect of optimizing operational performance is the need to abide by the provisions of OMB Circular A-123, which addresses the identification, review and management of internal controls.

Objective 3.1 – Maximize Customer Value by Ensuring Services are Delivered in the Most Economical Manner

An important aspect of a COE is the ability to deliver the highest quality services for the least amount of cost. With many agencies facing shrinking budgets, the NBC is readily aware that its customers are increasingly focused on the cost of service. The NBC aims to maximize customer value by operating in an economical and cost competitive manner and passing those cost savings on to customers.

Strategies and Means

- Perform competitor analysis to identify market pricing for LOB services.
- Establish and measure against benchmarks.
- Obtain appropriate and detailed cost and revenue information.

Objective 3.2 – Promote the Efficiency and Productivity of Service Delivery Through Improved Processes

To better serve customer needs and maximize productivity, a COE utilizes the most efficient processes to deliver services. In today's Federal environment, service providers must find ways to improve efficiency and satisfy their customers. Thus, the NBC is focused on enabling enterprise-wide operational efficiencies while satisfying unique customer needs.

GOAL 3

Optimize Operational Performance by Establishing Centers of Excellence to Deliver Services

- Maximize Customer Value by Ensuring Services are Delivered in the Most Economical Manner
- Promote the Efficiency and Productivity of Service Delivery Through Improved Processes
- Enhance the Effectiveness of Services by Leveraging Industry Best Practices
- Seek Partnership Opportunities to Fill Gaps in Expertise, Capacity and Flexibility

Strategies and Means

- Perform analysis to identify business processes that require re-engineering.
- Establish baseline cycle-times to measure variances for standard processes.
- Establish baseline schedule to measure variances for special projects.
- Define efficiency improvement goals by formally leveraging internal control processes.
- Leverage People, Process and Technology to affect process improvements.

Objective 3.3 – Enhance the Effectiveness of Services by Leveraging Industry Best Practices and Meeting Quality Goals

The NBC is committed to utilizing best practices to promote and accelerate change, to maximize customer value, and to meet quality goals. Integrating best practices into the NBC's environment will improve management practices and ensure that customers receive quality services.

Strategies and Means

- Identify industry best practices and define quality goals relevant to each LOB.
- Tie business process improvement projects to the implementation of best practices and the application of technology to enable the best practices.
- Measure performance against best practices and goals.

Objective 3.4 – Seek Partnership Opportunities to Fill Gaps in Expertise, Capacity and Flexibility for Enhanced Service Delivery

To better serve customer needs and maximize productivity, the NBC is committed to leveraging partnerships with industry and Federal Agencies. Such partnerships will allow the NBC to offer greater breadth and depth of services that would not have been attainable otherwise. The increased expertise, capacity and flexibility gained by collaboration with trusted partners will result in outstanding service delivery that readily outperforms the competition.

Strategies and Means

- Perform analysis to identify gaps in LOB expertise, capacity and flexibility.
- Identify government and industry partners to fill LOB gaps in skills and bandwidth.

Performance Indicators for Strategic Goal #3

- Cost and price per unit (and customer, where appropriate)
- Utilize unit costs to achieve best value for defined levels of service
- Percent of customers satisfied with products and services
- Mean time to respond to and resolve customer issues
- Percent of SLA performance standards met or exceeding customer requirements

2.4 Strategic Goal #4 – Develop and Sustain a World Class Organization by Investing in Human Capital

The PMA initiative on the management of human capital challenges Federal Agencies to make the Federal government more citizen-centered by strengthening front-line services and operating efficient organizations government-wide. The NBC will use strategic workforce planning and flexible tools to recruit, retain, and reward employees and develop a high-performing workforce. In pursuit of this goal, the NBC will develop strategies to retain and share knowledge among its employees. Furthermore, the NBC will examine its core competencies to determine the optimal mix of internal capacity and contracted services to employ within each line of business service offering. The three objectives under this goal articulate the NBC's commitment to their most important asset – our people.

Objective 4.1 – Recruit, Retain, and Develop Workforce to Achieve Business Goals

Human capital planning is the process whereby the NBC will assess the employment, deployment, development, and evaluation of its workforce. Through the strategic management of human capital, the NBC must have the right people in the right positions with the right incentives and access to the right tools to perform effectively. Human capital planning focuses on the size of the NBC's workforce and the knowledge, skills, and abilities that enable the NBC to successfully carry out its mission.

Strategies and Means

- Develop a workforce management plan to attract, hire, develop and retain a diverse pool of resource talents. The plan should include recruitment, retention, training, and development goals, linked to the goals within the NBC's Strategic Plan.
- Establish core competencies for positions within the NBC workforce management plan that track to NBC Strategic goals and objectives.
- Establish budget allocation and training hours requirement, as part of the workforce management plan, for each employee including professional conferences and certifications.
- Track the number of annual training hours per employee in order to gauge the relative level of training that NBC employees are pursuing. Utilize the employee satisfaction survey to collect employee's perception of learning opportunities, performance standards, leadership and job satisfaction. This information will provide the NBC an indicator to whether the organization is providing appropriate, relevant, and easily accessible training opportunities.
- Establish a formal mentoring program to facilitate knowledge management and increase employee satisfaction to respond to a workforce with a growing number nearing retirement eligibility and turnover to the private sector.
- Conduct formal exit interviews to gather critical feedback.



Objective 4.2 – Provide a Productive and Challenging Workplace for Employees

Achieving the NBC's mission and goals lies heavily upon the productivity of its workforce. Through the strategic management of human capital, the NBC must make sure that it is creating an environment that is both productive and challenging for their employees. The NBC's human capital planning effort must enable the organization to establish creative and flexible incentive programs linked to employee performance. Management recognizes its obligation to negotiate with representatives of bargaining unit employees of the NBC. NBC management is committed to doing so for any items in this strategic plan, as appropriate, in accordance with the appropriate labor-management statutes.

Strategies and Means

- Establish an employee satisfaction survey in order to determine what engages the people within the organization; understand their perceptions, especially those that are driving the work behaviors that in turn drive business outcomes. This information will allow the NBC to reinforce employee behaviors and develop methods to repair areas with deficiencies.
- Develop a corporate strategy for increasing accountability at all levels to ensure commensurate incentives, rewards, and penalties are upheld.

Objective 4.3 – Promote Communications and Collaboration Within the NBC

Achieving the NBC's mission and goals cannot be accomplished without the support and teamwork of its employees. Through the strategic management of human capital, the NBC must ensure it creates an environment that promotes communication and collaboration. The NBC's human capital planning effort must foster and reward open, candid communication and teamwork. The NBC must encourage teamwork with the success of the business as the priority. Furthermore, the employees must be enabled to share knowledge and relationships in an open, collaborative environment across the organization.

Strategies and Means

- Ensure managers convey information to cultivate a staff that is well informed about policies, procedures, programs, and other issues affecting them and their work. The communication should include programs, performance measures, and goals.
- Enhance existing employee suggestion repository by developing a process to receive and respond to feedback directly from staff. This process will allow employees to feel part of the overall NBC team by having a direct method of communicating their ideas or concerns.
- All NBC managers, at all levels of the organization, will conduct regular meetings with employees to establish a regular means of communication, foster a team environment, recognize organizational and employee successes and solicit feedback.
- Conduct annual 360-assessments for leadership to gain upward feedback from employees. This will provide management with a better understanding of strengths and weaknesses.
- Assess benefit of implementation of an NBC corporate Intranet and portal.

Performance Indicators for Strategic Goal #4

- Percent of employee satisfaction
- Percent of employees retained
- Compliance with core competencies
- Dimensions from the employee survey

3 NBC Lines of Business Strategies and Offerings

The NBC offers a wide range of administrative and financial services to internal DOI customers and external government agencies. The NBC has bundled its service offerings into eight core LOBs, which include Financial and Business Management Services, Human Resources Services, Training Services, Acquisition Services, Aviation Services, Appraisal Services, Other DOI Support Services, and Information Technology Services. The vertical focus of these core LOBs makes them ideal mechanisms to leverage commercial and governmental best practices, as well as vertically oriented supporting applications to deliver a common set of services to a distributed and diverse user environment via a shared services provider model.

During the development of this Strategic Plan, the NBC compared its eight core LOBs against its strategic goals listed in Figure 3-1, and has projected the strategic direction required for each LOB to achieve these goals.

Figure 3-1 – The NBC's Strategic Goals

1. Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements
2. Modernize Financial and Business Management Practices
3. Optimize Operational Performance by Establishing Centers of Excellence to Deliver Services
4. Develop and Sustain a World Class Organization by Investing in Human Capital

In developing and delivering the products and services for each of its LOBs, the NBC has made it its mission to provide the highest quality services and most efficient and cost competitive solutions to meet customer business needs. By doing so, the NBC has strategically aligned its LOB service offerings to achieve its goals and objectives, as previously described in Section 2 – *Strategic Goals and Objectives*.

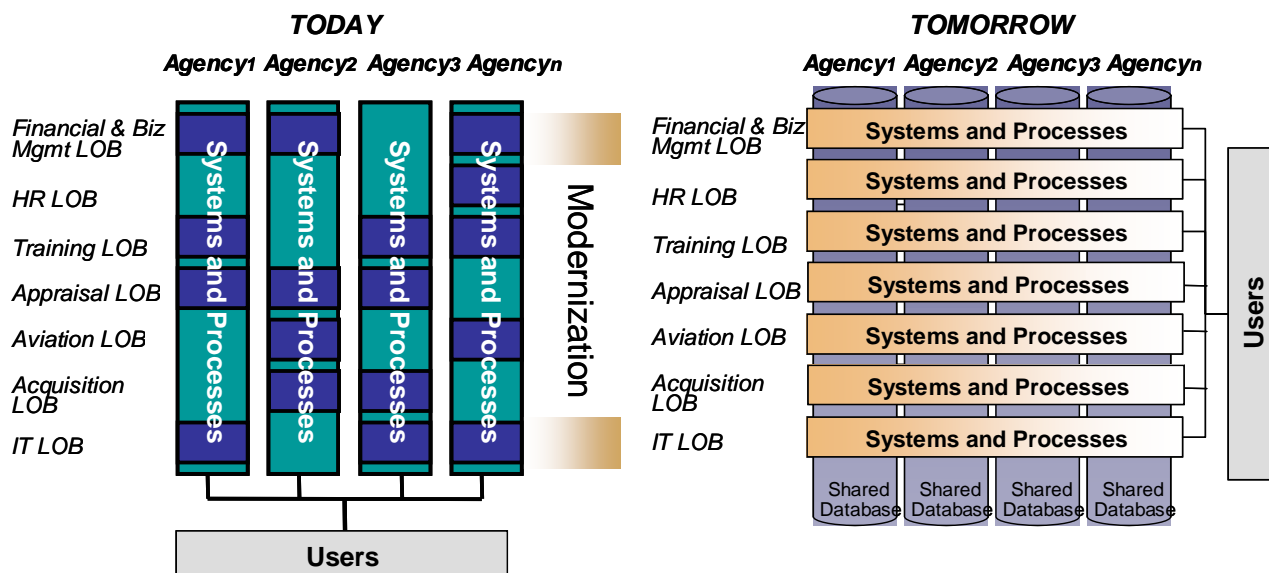
In the past, each of the NBC's core LOBs has operated in a stove-piped manner, prohibiting internal and external business processes from operating seamlessly across application boundaries, business boundaries, or geographical boundaries. This issue is not unique to the NBC. Rather, it is a challenge currently present within all administrative service agencies in the Federal government. The OMB recognizes that since this lack of cross-agency collaboration has resulted in numerous redundant, expensive, and stove-piped business solutions, there is a significant need to develop an integrated, shared services environment to support cross-agency collaboration within Federal Agencies. As a result, the OMB has initiated and sponsored 24 government-wide Electronic Government initiatives to streamline the operations of the Federal Government.

The NBC recognizes that as the Federal environment has grown, it has become increasingly more complex, both in mission objectives and infrastructure support needs. As a provider of multiple LOBs, the NBC has the opportunity to position itself as the preferred provider of these

administrative services across the government by integrating support infrastructures, streamlining business processes, and reaching out to customers in need of these shared services. The NBC's core LOBs are strategically positioned to enable this shared services environment. The NBC's vision is to offer these LOB service offerings to agencies across the Federal government in a manner that allows cross-agency collaboration.

Service-oriented architecture (SOA) is the enabler of shared services. Figure 3-2 illustrates how SOA within the NBC will facilitate the transformation from today's stove-piped environment to tomorrow's shared, service-oriented environment. How the NBC will enable a shared services provider model through modernization of the IT infrastructure will be discussed in more detail within Section 4.5 – *Enabling Business Infrastructure*.

Figure 3-2 – Transformation to a Shared Services Provider Model



The following sections discuss the specific service offerings that exist within each of the NBC's eight core LOBs and how these service offerings support the NBC's mission, goals, and objectives. Additionally, the following sections will expand upon the proposed shared services environment for cross-agency integration within the NBC's core LOBs.

3.1 Financial and Business Management Services

The Financial and Business Management Services LOB has identified its five-year roadmap, seen in Figure 3-3, for achieving the goals and objectives outlined in this strategic plan.

Figure 3-3 – The Financial and Business Management Services LOB’s Five-Year Roadmap

Roadmap Activities	FY06	FY07	FY08	FY09	FY10
Deploy and support the Financial and Business Management System (FBMS)					
Develop the Financial Management Business Plan					
Migrate FM service offerings (e.g., FFS & Ideas) from legacy systems to standardized solutions					
Establish A-123 compliance activities					

The FM Services LOB provides its clients with an extensive set of financial services, specifically tailored to the customer’s business processes and needs. These services are organized into two key services offerings – Financial and Business Management Systems Support and Accounting Operations Services. The summary description of each service offering is provided in Figure 3-4.

Figure 3-4 – Financial and Business Management LOB Service Offerings

Service Offerings	Service Offering Description
Financial and Business Management Systems Support	<p>Provides clients with complete financial systems and services, including support for project management, systems migration, systems implementation, systems maintenance, change management, training, and help desk support. These systems and services are:</p> <ul style="list-style-type: none"> • Two JFMIP-compliant core financial systems are offered - Oracle Federal Financials and Momentum. NBC also hosts DOI on the legacy Federal Financial System (FFS), a CGI/AMS product. DOI is transitioning to the SAP Financial Management System and NBC’s external customers on FFS are currently assessing alternative options, including Oracle and Momentum. • Financial Statement Preparation System - Hyperion Consolidated Financial Statement systems. • Procurement - Interior Department Electronic Acquisition System, IDEAS, for all procurement processes. This includes the electronic commerce website (EC) which provides the vendor community the opportunity to do business with participating Federal Agencies in an electronic mode. NBC is also in the process of interfacing PRISM with its core financial accounting systems. • eTravel - includes the Carlson Wagonlit eTravel system and the legacy Travel Manager system. • Financial Reporting - Oracle Data Warehouse. • Bankcard support – report distribution, training, interfaces, and charge card integration with other systems. • Property Management Systems, Quarterly Management Service and System and Property in lieu of Taxes System. • National Irrigation/Information Management System that supports billing and collection for Bureau of Indian Affairs’ irrigation and power.

Service Offerings	Service Offering Description
Accounting Operations Services	Provides a full range of accounting operations services including support for vendor and travel payments, accounts payable, debt management, accounts receivable, and collections processing. Clients are also provided with support for preparing and analyzing Financial Statements including audit support. General accounting support is provided by producing general ledger financial transactions that are compliant with U.S. Standard General Ledger. OMB and Generally Accepted Accounting Principles and Standards are in place to ensure compliance with FMFIA and FFMA requirements.

Target Market

The NBC currently provides its service offerings to its primary customer, DOI bureaus and internal organizations, as well as to small and medium-sized Federal agencies. Based on this model and looking forward, the target market will continue to be DOI bureaus, as well as small and medium-sized customers. The FM LOB will also pursue large, cabinet-level agencies based on our experience with DOI corporate financial system hosting. This is consistent with NBC's designation as a Financial Management Center of Excellence. As a result, the LOB will develop a client portfolio mix of small, medium, and large targeted customers.

Opportunities

The NBC differentiates itself from other Federal cross-servicing organizations by offering customers a choice of financial business systems delivered through partnerships with commercial hosting providers, systems integrators, and software vendors. Those choices include Oracle Federal Financials and Momentum. There is a demand for financial systems in these two product areas. Further, this demand exists for all customers, regardless of size, as these systems can be scaled to meet the needs of small to large entities. For this reason, the NBC is positioned to be the only cross-servicing provider that can essentially be "product agnostic." In doing so, the NBC will be able to offer its customers a tailored financial system package most suited to the customer's requirements while offering reduced costs through a shared infrastructure.

Another opportunity for cross servicing will be DOI's SAP implementation, called the Financial and Business Management System (FBMS). FBMS is an integrated business tool that will offer business opportunities and functionality other than core financial and procurement functionality, such as eCommerce and eGrants. Once NBC has gained sufficient technical knowledge and experience with the SAP application through DOI's implementation, it will identify opportunities for expanding its offering of core financial accounting systems to include SAP.

The types of accounting operations services that are offered are defined broadly as vendor payments, travel payments, debt management, collections processing, preparation of financial statements and regulatory reports, financial audit support, and general accounting activities. In giving customers a choice of systems and services, the NBC is able to offer a comprehensive financial system package, which includes all aspects of an agency's financial requirements, including financial systems and services.

Strategic Direction

Based on the target market and opportunities, the following future activities, as they relate to the roadmap, have been identified for Financial and Business Management Services:

- *Deploy and support the Financial Business Management System (FBMS) (FY06 – FY10).*
 - Build a sound FBMS/SAP support service and build our technical expertise with the FBMS/SAP product.
 - Deploy all IT related infrastructure for FBMS.
 - Develop a cooperative system to enable multiple customers to take advantage of a shared software environment that will provide efficiency of processes and reduced rates.
 - Create an integrated change and configuration management plan.
- *Develop a financial management business plan (FY06 – FY06).*
 - Perform assessments of current systems' technical and hosting environments as part of ensuring the most efficient and cost effective approach.
 - Build solid partnerships with software providers to ensure the lowest possible licensing arrangements.
 - Determine strategy for product and service offerings.
 - Survey existing customers to identify their current and future service needs.
 - Evaluate the offerings of our competition.
 - Determine our sustainable competitive advantage.
 - Develop favorable transition incentives for our current legacy system Federal Finance System (FFS) users to Oracle and/or Momentum.
- *Migrate FM service offerings (e.g. FFS, IDEAS, Travel Manager) from legacy systems to standardized solutions (FY06 – FY09).*
 - Determine the future direction and replacement of the current procurement system, Interior Department Electronic Acquisition System (IDEAS) and any electronic procurement tools linked to IDEAS. This includes the electronic commerce website (EC) which provides the vendor community the opportunity to do business with participating Federal agencies.
 - Interface PRISM to Oracle/Momentum.
 - Contact current customers to educate them regarding options. Prepare individual costs/transition plans and work with affected customers to develop transition approach and plan. Complete approved implementations.
- *Establish A-123 Compliance Activities (FY06 – FY07).*
 - Identify A-123 compliance approaches/activities for accounting services provided to customers.
 - Meet and work with customers to determine specific needs.
 - Modify IAA's and SLA's to accommodate additional A-123 requirements.
 - Implement customer requirements and provide annual certifications to customers.

By implementing the above strategies for each service offering, the Financial and Business Management Services LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3.5.

Figure 3-5 – Mapping the Future State of Financial and Business Management Services to the NBC's Strategic Goals

	Goal 1 – Achieve Customer Service Excellence	Goal 2 – Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance	Goal 4 – Develop and Sustain a World Class Organization
Financial and Business Management Services	FM standard solutions and their inherent integration capabilities will provide seamless servicing to DOI and external Federal customers. Standard operational processes and the evolution of subject matter expertise will position the NBC for offering world class customer service.	Accurate cost allocations will be built and sustained for operational and cost efficiencies. Per unit costs for customers will achieve the “best value” level as customers are migrated from legacy solutions and other financial management strategies take effect.	Continue to analyze cost and performance metrics and introduce improvements. Transition to an upgraded technical infrastructure model (SOA). Continue the pursuit of a common help desk and servicing model to not only improve operational performance but to achieve best value for clients.	Enhance skills to develop subject matter expertise on FM standard solutions. Promote a strong workplace environment through the opening of communication channels, employee surveys and focus groups and training.

3.2 Human Resources Services

The Human Resources Services LOB has identified its five-year roadmap, seen in Figure 3-6, for achieving the goals and objectives outlined in this strategic plan.

Figure 3-6 – The Human Resources Services LOB's Five-Year Roadmap

Roadmap Activities	FY06	FY07	FY08	FY09	FY10
Increase usage and customer base of core HR services					
Decouple HR services and corresponding systems					
Expand existing HR service offerings					
Acquire HR skill sets and workforce to support new systems and service offerings					
Migrate from product to service-oriented delivery model					
Enable seamless integration of cross-functional business processes					

The Human Resources (HR) Services LOB provides its customers with an extensive set of services to help manage human capital. In 2002, the HR LOB was selected as one of four e-Payroll providers for the executive branch and has recently been selected by OPM to continue as an HR Shared Service Center. The HR LOB's mission is to be a center of excellence in providing shared HR services to its customers. Its focus on providing superior customer service is evident in all aspects of service delivery. The staff is highly trained and experienced in all facets of human resources, including position classification and management, employee and labor relations, recruitment and applicant intake, compensation and payroll management, benefits administration, and personnel action processing. The HR Service LOB is innovative, creative, and customer focused and is positioned to deliver excellence in HR products and services.

Each of the services offered by the HR LOB is designed to effectively respond to customers' changing needs and expectations. These services are organized into three key service offerings – *HR Application Services*, *HR Operational Services*, and *Random Drug and Alcohol Testing*. *HR Application Services* refers to the information technology systems that the LOB currently offers. *HR Operational Services* provides Personnel offices staffed by NBC to perform transactional HR services for customers. *Random Drug and Alcohol Testing* is a unique service of the NBC that provides the entire testing process from specimen collection to lab analysis. The summary description of each sub-service is provided in Figure 3-7.

Figure 3-7 – Human Resources LOB Service Offerings

Service Offerings	Service Offering Description
HR Application Services	These services include the hosting, operation, and maintenance of information technology systems to provide customers the following HR functionality: payroll management, personnel action processing, time and attendance management, labor cost distribution, benefits processing, and data warehousing for reporting and analysis. These HR functions are considered "core" by OPM for an HR Shared Service Center.

Service Offerings	Service Offering Description
HR Operational Services	These services allow client agencies to outsource back-office HR transactions to NBC for the following HR functions: personnel action processing and recordkeeping, benefits administration, compensation administration, employee relations management, performance management, workforce analysis, planning and development, position management and classification management, and recruitment and staffing.
Random Drug and Alcohol Testing	This service includes the collection of specimens in accordance with Health and Human Services and Department of Transportation regulations. Collections can be performed by in-house or contractor personnel. This service also includes lab analysis, during which specimens are analyzed for drugs in a certified laboratory.

NBC supports customer choice by allowing the customer to select HR Application Services independent of the HR Operational Services or the Random Drug and Alcohol Testing Service. The HR Services LOB has deemed all three key service offerings as target growth opportunities.

HR Application Services

Target Market

The NBC currently provides this service offering to mostly small/medium and a few large-sized customers, the largest of which is the Department of the Interior. Since this service is transaction-based, the customers who are smaller in staffing size will generally have fewer transactions. Looking forward, the target market for new customers will emphasize larger customer agencies with at least 10,000 employees, thereby continuing to drive unit costs downward for all customers (achieving economies of scale). Existing client agencies will be targeted for expanding HR systems and services, both providing them a complete suite of services and building off of our existing strong customer base.

Opportunities

The HR Services LOB is positioned in the Federal market as a world-class provider of payroll and core HR applications. Through its focus on superior customer service, HR has established an excellent reputation, which creates opportunities for acquiring new customers. In addition, the NBC has the unique opportunity to provide integrated HR, Financial Management and Acquisition services, loosely coupled through a service-oriented architecture (SOA) model. Through SOA, the NBC can enhance its marketability by providing customers the freedom to choose a combination of HR systems and services best meets their needs. Therefore, the opportunity exists to market HR services to the Federal Judicial and Legislative branches, other pay providers, and Federal Executive branch agencies requiring new HR systems and services.

Strategic Direction

Based on the target market and opportunities, the HR Services LOB has identified the following activities, related to its roadmap, moving forward:

- *Increase usage and customer base of core HR services (FY06 – FY10).*
 - Market existing HR application services to all Federal agencies to include migration activities and point solutions. Continue surveying the market to identify opportunities. Establish partnerships with industry to bid on large customers.

- Decouple HR services and corresponding systems (FY07 – FY08).
 - Decouple the payroll and personnel action modules of the Federal Personnel and Payroll System (FPPS) to provide solutions for clients who use an external HR system or an external payroll system. Aggressively market these decoupled solutions to large size target customers and other service providers. Continue surveying the market to identify opportunities.
- *Expand existing HR service offerings (FY06 – FY08).*
 - Based on client priorities, incrementally expand HR system offerings to include compensation management, employee relations management, performance management, position classification management, and recruitment. Integrate these new offerings into the federated system through the SOA.
- *Acquire HR skill sets and workforce to support new systems and service offerings (FY06 – FY10).*
- *Migrate from product to service-oriented delivery model (FY06 – FY09).*
 - Evolve existing core HR applications to an SOA model. This will enable a Federated system of best-of-breed solutions for each HR function, thus positioning the NBC for offering to a broader, larger customer base.
- *Enable seamless integration of cross-functional business processes (FY06 – FY09).*
 - Preserve the existing client base and work to obtain their buy-in and support for the HR LOB Shared Service Center initiative by developing partnerships and value-added propositions.
 - Offer HR services that are loosely coupled and integrated with other LOBs such as Finance and Acquisition. Target one large customer to establish integrated services. Consider the DOI as the sponsor for establishing integrated services.
 - Develop strategic partnerships with industry best solutions.

HR Operational Services

Target Market

The NBC currently provides back-office payroll services to all clients using the FPPS. These are mostly small/medium, with a few large-sized customers. Since this service is transaction-based, the customers who are smaller in staffing size will generally have fewer transactions. Looking forward, the target market for new customers will be larger customer agencies with at least 10,000 employees, thereby continuing to drive unit costs downward for all customers (achieving economies of scale).

Non-payroll HR back-office services are currently provided to four small-sized customers. In addition, we currently provide full HR services to all of NBC's approximately 1,100 employees. Primarily, those customers who are limited in size are the ones who cannot efficiently perform back-office HR functions in-house. These customers are also looking for flexibility in the types of services acquired. Some customers want specific services, while others prefer the entire suite of HR services, including strategic human capital management services. Based on this customer profile and looking forward, the target market will continue to include small customers, with less than 1,000 employees with a focus on providing traditional back-office services. The initial stages of expansion of the customer base from smaller client organizations into those with more than 10,000 employees in back office HR operational services is also being planned. These customers are looking for a diverse blend of HR support as an integral and permanent part of their human capital strategies.

Opportunities

In the case of HR operational services, the opportunity exists to package these services as part of future integrated Financial Management and HR systems implementations for small to medium-sized customers. Additionally, the use of automated systems to process routine transactions reduces costs and saves time. In the Federal HR environment, there is the opportunity for NBC to go beyond the current level of HR services, by becoming the leader in the management of human capital. The NBC is positioning itself to provide a more robust program of human capital planning and management than what is currently offered. In addition to general back-office functions of an HR organization, the NBC has the opportunity to establish a human capital program office that provides workforce planning and other capabilities to help customers manage its workforce. In doing so, the NBC would develop such an offering by establishing its industry partners to provide these complementary services.

Strategic Direction

Based on the target market and opportunities, the HR Services LOB has identified the following activities, related to its roadmap, moving forward:

- *Increase usage of core HR services (FY06 – FY10).*
 - Continue to survey the market for business development opportunities. Add five to fifteen newly targeted customers in the mid-term.
- *Expand existing HR service offerings (FY06 – FY08).*
 - Develop creative packaging and marketing for service offerings. Market HR operational services to existing small-sized HR applications services clients.
 - Refine existing service level agreements and performance metrics.
 - Establish partnerships with industry to establish a human capital program for customers.
- *Acquire HR skill sets and workforce to support new systems and service offerings (FY06 – FY10).*
 - In anticipation of bringing on three new customers in the near future, increase staff and increase investment in systems/infrastructure. Replace current paper-based processes with web-enabled technology to allow existing staff to deliver customized HR services to clients and potential customers.

Random Drug and Alcohol Testing

Target Market

Having captured the majority of this market, the NBC is the established leader in providing drug and alcohol testing service to federal agencies. The NBC currently provides this service offering to 90 customer agencies. If legislation allows the NBC to provide services outside of the federal market, then the target market can be expanded to state and local governments.

Opportunities

As the leading provider of this service, the HR LOB's Random Drug and Alcohol Testing service is well positioned to continue to grow its customer base. In addition, specific market trends are favored to help the NBC increase its stake in the marketplace. The greatest opportunity for growth is expanding the customer base not only to Federal, but also to state and local

governments. Furthermore, these potential clients represent a large, untapped market that could utilize NBC to provide their drug and alcohol testing needs.

Strategic Direction

Based on the target market, challenges and opportunities, the HR Services LOB has identified the following activities, related to its roadmap, to move forward:

- *Expand existing HR service offerings (FY06 – FY08).*
 - Pursue authority to provide Drug and Alcohol Testing services to state and local governments.

By implementing the above strategies for each service offering, the Human Resources Services LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3-8.

Figure 3-8 – Mapping the Future State of HR Services to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence	Goal 2 – Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance	Goal 4 – Develop and Sustain a World Class Organization
All Human Resources Services	<ul style="list-style-type: none"> • Expand service offerings based on client input • Enhance IT architecture • Componentize service offerings, where appropriate • Continue full support of user groups and other forums for dialogue • Perform periodic customer satisfaction surveys • Improve customer service venues, especially help desks • Refine performance indicators to ensure they are relevant and satisfy client needs • Ensure consistency among SLAs • Reduce hiring cycle time by automating the entire staffing process. 	<ul style="list-style-type: none"> • Continue to diligently pursue cost efficiencies • Ensure appropriate cost allocations • Provide full support for audits; take action on findings, where appropriate; keep clients informed • Ensure managers have appropriate financial information, and they use it • Promote periodic reporting per NBC guidance and directives • Pursue consistency among like processes, both internal to the LOB and throughout the NBC • Reduce cost per hire by automating the recruitment process. 	<ul style="list-style-type: none"> • Continue to diligently pursue cost efficiencies • Enhance IT architecture • Componentize service offerings, where appropriate • Improve customer service venues, especially help desks • Pursue partnerships with private industry and government agencies • Conduct market analyses to help ensure competitiveness • Establish metrics to ensure processing cycle times meet industry standards. 	<ul style="list-style-type: none"> • Ensure the skills necessary to achieve business goals are present in optimum quantities through hiring/training government employees and through competitive sourcing • Conduct periodic employee satisfaction surveys • Delegate responsibility and ensure accountability of government employees through meaningful performance plans and of contractors through appropriate contract quality assurance provisions • Promote a healthy workplace through good facilities, focus groups, and timely and informative communication, vertically and horizontally throughout the organization • Develop strategic recruitment and retention strategies to ensure right people with the right skills are in the workforce at the right time.

3.3 Training Services

The Training Services LOB has identified its five-year roadmap, seen in Figure 3-9, for achieving the goals and objectives outlined in this strategic plan.

Figure 3-9 – The Training Services LOB's Five-Year Roadmap

Roadmap Activities	FY06	FY07	FY08	FY09	FY10
Transition from homegrown LMS to government-wide LMS (GoLearn)					
Expand intern programs for IT, FM, and HR					
Increase usage of and participation in leadership development programs					
Expand online learning programs					

The NBC offers a unique set of performance improvement solutions services through its DOI University. The DOI University has developed a number of training programs, currently focusing on three primary services offerings: Leadership and Performance Centers, Online Learning Systems and Services, and Cultural Resources and Events. Content within each of these service offerings range from performance improvement, to career development, to cultural awareness. Specific service offering descriptions can be found in Figure 3-10.

Figure 3-10 – Training LOB Service Offerings

Service Offerings	Service Offering Description
Leadership and Performance Centers (LPC)	LPCs provide performance improvement solutions for: Certificate Programs, Leadership Programs, Intern Programs, and Professional Development.
Online Learning Systems and Services	Includes three services: Online Training (Mandated), Other Customized Courses, and Learning Management Systems (LMS) Services and Support. Provides a one-stop solution to provide and manage online training resources. Courses are delivered through an LMS that provides successful completion information to bureau and office managers for tracking purposes.
Cultural Resources and Events	Includes two services: Executive Forums and Government-Wide Forums. The Government-Wide Forums are programs that offer Federal Agencies an opportunity to increase job satisfaction, quality of work life, lifelong learning and networking opportunities, and a positive agency image. The Executive Forums are programs that offer DOI leadership an opportunity to share ideas/inspirations in featured books.

By strategically aligning its three main service offerings with the NBC's mission and goals, the Training Services LOB will be pursuing and marketing only those services with the greatest growth potential and demand from customers, including:

- *Intern Programs, Certificate Programs, and Leadership and Professional Development Programs* within Leadership and Performance Centers;
- *Customized Courses* and additional *Online Training Services* within Online Learning Systems and Services; and
- *Executive Forums* and *Government-Wide Forums* within Cultural Resources and Events.

Leadership and Performance Centers

Target Market

The NBC's Training Services LOB currently provides Leadership and Performance (L&P) Center services both to internal DOI bureaus and offices, as well as external Federal Agencies. However, the greatest growth for the L&P Centers service offering has been with external Federal Agencies, especially for L&P Development Programs. Going forward, the L&P Centers will strategically target medium to large customers both internally to DOI and externally to cabinet-level government agencies for its Intern Programs, Certificate Programs and Leadership and Professional Development Programs.

Opportunities

Internal bureaus and other Federal offices are becoming more aware of the excellent quality and value of the Leadership and Performance Center's products and services. Opportunities for growth at Interior focus on the subject areas that are strategically aligned with the DOI human capital goals and that will have a measurable impact on performance. Opportunities for growth with external clients concentrate on leadership and financial management accountability, which is a documented need throughout the Federal government.

Strategic Direction

Based on the target market and opportunities for L&P Centers, the Training Services LOB has identified the following activities, related to its roadmap, moving forward:

- *Expand intern programs for IT, FM, and HR (FY06 – FY09).*
 - Expand Intern Programs, including programs for IT, FM, and HR. Maintain existing customer base and market to additional cabinet-level agencies. Assess value and review pricing structure of Intern Program to ensure best value is being offered to customers. Determine a way to ensure interns are committed to the Federal position with one of the sponsoring agencies.
 - Market and expand to additional customers, both internal to the DOI and external to other Federal Agencies.
- *Increase usage of and participation in leadership development programs (FY06 – FY09).*
 - Determine what the options are and what the value proposition is for Training Services' career development programs.
 - Expand the DOI University career development programs, aligning them to meet the NBC's strategic goals and objectives.
 - Develop a physical growth and space plan consistent with business objectives and projections.
 - Develop workforce/succession plan for meeting expanding needs. Include a skills gap analysis to determine what skills are needed; prioritize hiring; examine hiring a mix of Federal and contract staff.
 - Expand the client base on the L&P Development Programs to include additional small to medium sized Federal Agencies. Significant growth opportunities have presented themselves on the West Coast, thus an assessment will be completed to determine if another geographical location should be established on the West Coast.
 - Market and expand to additional customers, both internal to the DOI and external to other Federal Agencies.

Online Learning Systems and Services

Target Market

The NBC's Training Services LOB currently provides Online Learning Systems and Services to bureaus internal to DOI. Other Federal Agencies have expressed interest in access to DOI University-developed online courses or custom courseware development assistance; therefore, Online Learning Systems and Services will initially be targeting small to medium external customers, as well as increasing the number of bureaus internal to DOI.

Opportunities

Mandated training has been a major driver in the Interior market. The need for additional courses has continued to outstrip the capacity to meet customer needs immediately. Most of these courses include significant amounts of Interior-specific information requiring customized courseware. All evidence points to increased demand for these products in the foreseeable future. Opportunities to provide these services to other Federal Agencies can be pursued, once resources have increased to meet their needs.

Strategic Direction

Based on the target market and opportunities for Online Learning Systems and Services, the Training Services LOB has identified the following activities, related to its roadmap, moving forward:

- *Transition from homegrown LMS to government-wide LMS, GoLearn (FY06).*
 - Transition the NBC's homegrown Learning Management System to GoLearn, the standardized, government-wide LMS.
 - Secure tactical partnerships to deploy the online learning strategy.
 - Provide content and create a "utility" (i.e. federated website) to access the NBC's training programs ("one stop" training shop for everyone) through the "Go Learn" e-Gov initiative.
- *Expand online learning programs (FY06 – FY09).*
 - Determine what the options are and what the value proposition is for Training Services' online learning programs.
 - Expand the DOI University online learning programs, aligning them to meet the NBC's strategic goals and objectives.
 - Develop workforce/succession plan for meeting expanding needs. Include a skills gap analysis to determine what skills are needed; prioritize hiring; examine hiring a mix of Federal and contract staff.
 - Develop a standardized online training format for customized courses, such as 30-minute or 60-minute training sessions. Begin to market Webinars, which will become increasingly more popular and in demand. Take advantage of the success of customized courses to continue to grow business within DOI. Consider other areas for training, such as PDA training for field staff, and develop these courses.
 - Market and expand to additional customers internal to DOI and external to other Federal Agencies.
 - Evolve the NBC Training Services LOB to a service-oriented architecture (SOA) focus. Offer development programs and online training as the main offerings, but through SOA, the NBC Training Services LOB will be prepared to offer additional peripheral services.

Cultural Resources and Events

Target Market

The NBC's Cultural Resources and Events service currently offers Executive Forums to DOI executives and top managers. Government-Wide Forums are offered to employees within 30 Federal Agencies, geographically dispersed through the country. The Cultural Resources and Events service offering will target small to medium external customers in addition to internal bureaus for both its Executive Forums and Government-Wide Forums.

Opportunities

Currently, there is little competition for the forums; therefore, DOIU has the opportunity to increase the number of partners of the Government-Wide Forums and serve executives in field offices by developing forums outside of Washington, DC, expanding into other market areas populated with DOI and other Federal employees.

Strategic Direction

Based on the target market and opportunities for Cultural Resources and Events, the Training Services LOB has identified the following activities, related to its roadmap, moving forward:

- *Increase the usage of and participation in leadership developmental programs, such as cultural resources and events (FY06 – FY09).*
 - Determine what the options are and what the value proposition is for Training Services' cultural programs.
 - Expand the DOI University cultural programs, aligning them to meet the NBC's strategic goals and objectives.
 - Develop workforce/succession plan for meeting expanding needs. Include a skills gap analysis to determine what skills are needed; prioritize hiring; examine hiring a mix of Federal and contract staff.
 - Determine and seek partnering opportunities. Expand forums into other geographical markets and market to additional small and medium Federal Agencies.
 - Market and expand to additional customers, both internal to the DOI and external to other Federal Agencies.

By implementing the above strategies for each service offering, the Training Services LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3-11.

Figure 3-11 – Mapping the Future State of Training Services to the NBC's Strategic Goals

	Goal 1 – Achieve Customer Service Excellence	Goal 2 – Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance	Goal 4 – Develop and Sustain a World Class Organization
Training Services	Through annual needs assessments, determine classroom and online offerings. Partner with NBC and DOI SME's to assure systems compatibility for delivering online training.	Assure all appropriate staff receives COR/ COTR training; assure compliance to SOP's in dealing with finance and accounting.	Assure performance metrics for all employees reflect COE standards.	Benchmark corporate universities, other Federal HR providers; develop standards worthy of a World Class Organization.

3.4 Acquisition Services

The Acquisition Services LOB has identified its five-year roadmap, seen in Figure 3-12, for achieving the goals and objectives outlined in this strategic plan.

Figure 3-12 – The Acquisition Services LOB's Five-Year Roadmap

Roadmap Activities	FY06	FY07	FY08	FY09	FY10
Increase usage and customer base of Acquisition Management Services, including contract bill paying					
Implement acquisition audit and compliance program					
Pursue integration of GovPay Electronic Invoice System					
Increase usage of Federal Assistance Management Services					
Integrate GovWorks into the Acquisition Services LOB					
Increase diversity of customer base (to include more civilian agencies)					
Enable seamless integration of cross-functional business processes					

The NBC's Acquisition Services LOB is uniquely positioned to provide lifecycle acquisition services in a fully electronic environment to a diverse array of clients at locations throughout the world. However, today's contracting organizations, including the NBC's Acquisition Services LOB, also need to be accountable with strong policies and procedures in place and be cost effective, flexible, and well trained. Acquisition Services must collect and utilize performance metrics that demonstrate their capabilities in providing world-class acquisition support to its customers. Descriptions for each of the NBC's Acquisition Services LOB service offerings are provided in Figure 3-13.

Figure 3-13 – Acquisition LOB Service Offerings

Service Offerings	Service Offering Description
Acquisition Management Services	The Acquisition Management Services is a variety of end-to-end administrative services commonly associated with procurement, cooperative agreements and grants management services. These services will be offered on a competitive, best-value basis to Federal Agencies, operating worldwide.
Charge Card Oversight Services	Provides oversight of the Purchase Card Program for the NBC and OS. Reviews monthly bankcard summary reports to correct inappropriate actions and/or mis-charges.
Leasing Services	Provides full leasing support, including space planning, requirements development, market analysis, lease negotiations and lease administration.
Cost Negotiation and Contract Cost Review	Provides negotiation services of <i>indirect cost rates</i> for federal, state, nonprofit and Tribal entities; approves and finalizes state, local, and nonprofits' <i>cost allocation plans</i> for the Federal government in accordance with regulations and statutes; offers contract cost reviews of major areas of contractor's operations; and negotiates direct contract support cost amounts in accordance with Public Law 93-638, as amended, with Tribal entities for BIA.

Although the NBC's Acquisition Services LOB currently offers four service offerings, it will only provide and market the services in the areas of Acquisition Management Services and Cost Negotiation and Contract Cost Review to external customers. Charge Card Oversight Services and Leasing Services will remain internal to DOI. External services will be discussed as a whole offering in the following section, rather than individual service offerings.

Acquisition Management Services

Target Market

The NBC currently provides Acquisition Management Services to approximately 100 small to large agencies, both internal and external to DOI. More than half of Acquisition Services support the Department of Defense (DOD). Going forward, the Acquisition Services LOB would like to focus on additional small, medium, and large external agencies (particularly civilian agencies) and become less dependent on non-civilian agencies.

Opportunities

The Acquisition Services LOB has been presented with a number of opportunities. Most importantly, the government-wide shortage of acquisition workforce in other Federal Agencies may lead to an opportunity for the NBC to respond quickly to an increase in demand for Acquisition Services.

Additionally, by utilizing the contracting vehicles currently in place and by adding other contracting vehicles that support future strategic needs of the NBC, the contract vehicles can be leveraged to ensure minimal turnaround time when supporting client acquisition needs.

Strategic Direction

Based on the target market and opportunities, the Acquisition Services LOB has identified the following activities, related to its roadmap, for its Full Lifecycle Contract Support Services:

- *Increase usage and customer base of Acquisition Management Services including contract bill paying (FY06 – FY10).*
 - Focus on developing Acquisition Management Services as a core NBC competency – maintain skill sets and expertise in order to obtain and retain long-term customers. Recognize that government-wide, there is a staffing shortage for Acquisition services.
 - Proactively monitor and research the marketplace to determine if other products and services are warranted.
- *Implement acquisition audit and compliance program (FY06 – FY07).*
 - Refine current processes, internal management controls, performance measures and customer satisfaction metrics.
 - Develop and implement an acquisition audit and compliance program across the Acquisition Services LOB.
- *Pursue integration of GovPay electronic invoice system (FY06 – FY10).*
 - Pursue integration of electronic invoicing system with existing financial systems and back-office support services, which is offered separately.
 - Pursue GovPay within DOI as a value-add web-based solution for managing invoice processing; and secondarily, offer system integration with client agency's

financial system, either as stand-alone, a bolt-on application or as a solution that includes back-office training and help desk services.

- *Increase usage and customer base of Federal Assistance Management Services (FY06 – FY10).*
 - Provide complete Federal Assistance Management Services, including other transactions, cooperative agreements and grants. This includes planning, soliciting, awarding and administering awards through closeout, including the payment of bills.
- *Integrate GovWorks into the Acquisition Services LOB (FY06 – FY07).*
 - Develop and implement a detailed GovWorks integration plan that first migrates acquisition operations currently within the Interior Franchise Fund to the NBC, and then creates a single integrated Acquisition Services Center of Excellence organization within the NBC.
- *Increase diversity of customer base (FY06 – FY10).*
 - Focus on developing long-term customers to mitigate year-to-year fluctuations in workload volumes. Ramp up the NBC's Acquisition workforce for long-term customers; utilize contract employees for shorter-term customers.
 - Develop a more diverse mix of customers. Seek opportunities at additional Federal Agencies. Decrease the percentage of the total non-civilian business and balance that with an equal amount of civilian agency customers to reduce the dependency on non-civilian business and lower risk for future sustainability of this LOB.
 - Continue to be a supporting contracting staff to customer agencies. Assess the option to provide one NBC Acquisition Services FTE per customer – potentially have an Acquisition representative at every client.
- *Enable seamless integration of cross-functional business processes (FY08 – FY10).*
 - Evolve Acquisition Services LOB to a service-oriented architecture (SOA) focus. Offer full lifecycle contract support as the main offering, but through SOA, the NBC Acquisition Services LOB will be prepared to offer additional services.

Cost Negotiation and Contract Cost Review

The Acquisition Service LOB also currently offers Cost Negotiation and Contract Cost Review to Federal Agencies. This area of services is new to the NBC, having been recently transferred from another DOI organization. As a result, the Acquisition Services LOB needs to further develop and market this area, as it represents a huge growth opportunity – a niche exists within Cost Negotiation and Contract Cost Review. Future strategies will target the addition of new clients across the Federal and state sectors.

By implementing the identified strategies for each service offering, the Acquisition Services LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3-14.

Figure 3-14 – Mapping the Future State of Acquisition Services to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence	Goal 2 – Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance	Goal 4 – Develop and Sustain a World Class Organization
Acquisition Services	Identify or refine SLAs for services; baseline and/or create complaint tracking systems across the LOB; and baseline customer service instruments. Add instruments where gaps are identified. Once established, measure and provide feedback to customers.	Ensure timely execution of customer agreements, accurate recording of costs through ABC, monthly monitoring of expenses versus fees collected, and maintain full cost recovery for LOB.	Identify critical performance metrics for processes identified and collect performance data. Refine and flow down performance plans that articulate clear expectations and assure compliance with rules/regulations. Continuously look for process improvements and/or partnerships with industry that will increase efficiency of service delivery. Develop and implement acquisition audit and compliance program.	Develop IDPs at all levels of the organization. Perform skills analysis to assure that people are properly trained for services being delivered. Perform organizational assessment to assure resources are appropriately aligned. Continue to utilize employee surveys as a tool for improvement. Enhance recruitment and retention programs to attract and retain highly skilled employees. Develop 5-tier performance plans.

3.5 Appraisal Services

The Appraisal Services LOB has identified its five-year roadmap, seen in Figure 3-15, for achieving the goals and objectives outlined in this strategic plan.

Figure 3-15 – The Appraisal Services LOB's Five-Year Roadmap

<i>Roadmap Activities</i>	<i>FY06</i>	<i>FY07</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>
Establish consistent Appraisal departmental policies and procedures					
Refine SOPs and business processes					
Establish compliance inspection and continuous improvement program					
Expand Appraisal service offerings in minerals, timber, and water evaluation					

The Appraisal Services LOB provides appraisal services, appraisal review services, appraisal consulting services, and concession valuations for its customers. The LOB provides professional appraisal services, primarily to Interior Bureaus, for the purpose of assisting with their respective land transaction business decisions in a timely, efficient manner. The NBC appraisers provide market value appraisals concerning real estate acquisitions, disposals and exchanges on behalf of its customers. The types of properties appraised include recreational, agricultural, commercial, industrial, and residential and also take into account various components such as minerals, waters rights, and timber.

On November 12th, 2003, the consolidation and transfer of the real estate appraisal function to one office under the NBC was announced. The Appraisal Services Directorate was created through the consolidation of appraisers from four other DOI bureaus.

The NBC was chosen to house the new appraisal organization as it provides Department-wide business and administrative services and systems to Interior bureaus and offices, including payroll, financial and accounting services, procurement, information technology, aviation services, etc. With its variety of locations, the NBC is organizationally structured to provide administrative and infrastructure support to the appraisers to improve coordination and consistency in implementing appraisal guidance, professional development of appraisers, and greater efficiencies in contract monitoring and management.

Each of the Appraisal Services LOB four core service offerings is designed to effectively respond to customers' changing needs and expectations. A summary description of each service offering is provided in Figure 3-16.

Figure 3-16 – Appraisal LOB Service Offerings

Service Offerings	Service Offering Description
Appraisal Services	Development and reporting of an opinion about the value concerning real property in conformance with <i>The Uniform Appraisal Standards for Federal Land Acquisitions</i> and <i>The Uniform Standards of Professional Appraisal Practice</i> .
Appraisal Review Services	Development and communication of an opinion about the quality of another appraiser's work in conformance with <i>The Uniform Appraisal Standards for Federal Land Acquisitions</i> and <i>The Uniform Standards of Professional Appraisal Practice</i> .
Appraisal Consulting Services	Development of an analysis, recommendation, or opinion to solve a problem, where an opinion of value is a component of the analysis leading to the assignment results.
Concessions Valuation	Development and reporting of an opinion of value or providing and communicating an appraisal review concerning leasehold surrender interests and possessor interests held by operators of concessions located on Federal property.

Target Market

The NBC currently provides and will continue to offer this service offering to five bureaus within the Department of the Interior: the Bureau of Land Management (BLM), the Bureau of Reclamation (BOR), the National Park Service (NPS), the Fish and Wildlife Service (FWS), and the Bureau of Indian Affairs (BIA)/Office of the Special Trustee (OST). Other, non-DOI potential customers for the NBC's Appraisal Services' include – the Department of Transportation (DOT), General Services Administration (GSA), Environmental Protection Agency (EPA), Department of Commerce (DOC), US Forest Service (FS), Naval Facilities Command (NFC), and the Army Corps of Engineers (ACE).

Opportunities

Appraisal Services is currently positioned for a number of opportunities, including:

- Continued appraisal management of OST;
- Comparable appraisal database – ability to share data across the organization;
- Consistent, standardized report format – ability to share data across the organization;
- Department Appraisal Handbook and Manual – establishment of policies and procedures will better enable appraisal services to provide greater value-added services;
- Expand valuation services (i.e., water rights, minerals, timber) – Establish a Minerals Valuations Unit in the future; and
- Indian Land Consolidation Act and The Indian Probate Reform Act of 2004 has expanded the need for appraisal services.

Strategic Direction

Based on the target market and opportunities, the Appraisal Services LOB has identified the following activities, related to its roadmap, moving forward:

- *Establish consistent Appraisal Departmental policies and procedures (FY06).*
 - Establish the foundation for the Appraisal Services LOB by establishing consistent policies/procedures.
 - Move forward with consolidating the Department's appraisal functions to improve cost efficiency, developing a unified Appraisal handbook, putting in place a comprehensive shared database, and developing a rigorous appraisal review reporting process.
- *Refine Standard Operating Procedures and business processes (FY06 – FY07).*
 - Establish the foundation for the Appraisal Services LOB by refining SOPs and establishing sound business processes.
- *Establish compliance inspection and continuous improvement program (FY06 – FY09).*
 - Develop a compliance inspection program (quality assurance) and identify appropriate mix of skill sets and core competencies (professional development).
- *Expand Appraisal service offerings in minerals, timber, and water evaluations (FY08 – FY10).*
 - Expand valuation services particularly in Minerals valuation.

By implementing the above strategies for each service offering, the Appraisal Services LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3-17.

Figure 3-17 – Mapping the Future State of Appraisal Services to the NBC's Strategic Goals

	Goal 1 – Achieve Customer Service Excellence	Goal 2 – Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance	Goal 4 – Develop and Sustain a World Class Organization
Appraisal Services	Appraisal services rendered are professional, objective and timely, and meet or exceed client expectations.	Quality of services rendered is efficient and timely, thereby reducing re-work, increasing customer satisfaction, and stabilizing costs.	Provides quality appraisal services in support of DOI and NBC missions.	The establishment and enforcement of a compliance inspection process and unified appraisal policies and procedures enables ASD to function efficiently, effectively and in a unified manner.

3.6 Aviation Services

The Aviation Services LOB has identified its five-year roadmap, seen in Figure 3-18, for achieving the goals and objectives outlined in this strategic plan.

Figure 3-18 – The Aviation Services LOB's Five-Year Roadmap

Roadmap Activities	FY06	FY07	FY08	FY09	FY10
Update and consolidate Aviation policies and manuals					
Establish consistent standard operating policies					
Align core competencies to satisfy new Aviation standards and technologies					
Enhance bureau partnerships for increased efficiencies					
Enhance and expand Aviation user training activities					

The Aviation Services LOB provides aviation policy for aviation safety management and aircraft accident prevention oversight to the Bureaus in the direct support of all DOI aviation activities. The core goal is to ensure the safety of aviation activities and prevent all aviation accidents, both within the DOI as well as within additional Federal and non-federal agency customers. To do so, Aviation Services must provide the safety management oversight and appropriate resources to meet the missions of each customer in the most efficient manner available. Specific service offering descriptions can be found in Figure 3-19.

Figure 3-19 – Aviation LOB Service Offerings

Service Offerings	Service Offering Description
Aviation Safety Services	Includes support for Aviation Mishap Prevention, Mishap Investigation and Analysis, Safety Management Program Support, and Mishap Information System Management.
Aviation Program Management Services	Includes support for Fire and Natural Resource Program Support, Personnel Transport, Vendor Aircraft/Pilot Contract Compliance Inspections, Technical Standards Development, DOI Fleet Aircraft Oversight and Support, Aircraft Acquisition and Disposal, Accessory Equipment Research and Development, and Fuels Management.
Aviation User Training	Includes support for User and Management Training in areas of aviation.
Flight Scheduling and Coordination Services	Includes support for Rental Aircraft Management, Project Planning Support, and Alternative Source Costing

The Aviation Services LOB has deemed all four key service offerings as potential growth opportunities. The strategic direction of Aviation Services is to ensure the stability and continuity and where appropriate, raise the aviation safety standards, increase efficiency, promote the economical operation of aviation activities and utilize economies of scale to provide the most efficient and economical aviation services possible for internal and external customers.

Target Market

Currently, all flight services provided for DOI bureaus are acquired through the Aviation Services LOB, with limited exception, as required by Departmental policy. The current market for the Aviation Services LOB includes eight DOI bureaus (BLM, BIA, FWS, NPS, BOR, MMS, USGS, and OSM), as well as six non-DOI Federal agencies (NSF, USAP, US Navy, EPA,

USFS, and NOAA), and numerous state agencies. Aviation Services LOB will continue to provide full aviation services to all DOI bureaus and, where resources permit, seek additional external customers and internal, including the NBC's own Appraisal Services LOB.

Opportunities

Aviation Services is currently positioned for a number of opportunities, including:

- Increase the use of DOI-developed SafeCom system by other Federal Agencies;
- Increase the use of inspector personnel and accident investigation/prevention/training resources via addition of staff funded by external customers;
- Provide fleet and commercial aircraft services (CAS) and resources to other Federal Agencies, and provide all manners of aviation flight services to non-Federal Agencies;
- Reduction of processing time and increased accuracy of projected costs of travel using state-of-the-art flight planning technology;
- Enhance on-line training capabilities; and
- Enhance the knowledge of new media technology to develop new user training techniques.

Strategic Direction

Based on the target market and opportunities, the Aviations Services LOB has identified the following activities moving forward:

- *Update and consolidate Aviation policies and manuals (FY06).*
 - Update and consolidate existing polices, procedures, and manuals while providing the same level of support to our customers.
- *Establish consistent standard operating procedures (FY06).*
- *Align core competencies to satisfy new Aviation standards and technologies (FY06 – FY07).*
 - Define core competency skills and develop an appropriate workforce-training plan to leverage current staff.
 - Acquire the resources to retain highly skilled personnel.
- *Enhance bureau partnerships for increased efficiencies (FY06 – FY10).*
 - Create opportunities to enhance partnerships with Bureau and other Federal agency customers.
- *Enhance and expand Aviation user training activities (FY06 – FY10).*
 - Enhance on-line training capabilities and offer increased training capabilities and opportunities to our customers to affect proficient aviation safety oversight.

By implementing the above strategies for each service offering, the Aviation Services LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3-20.

Figure 3-20 – Mapping the Future State of Aviation Services to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence	Goal 2 – Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance	Goal 4 – Develop and Sustain a World Class Organization
Aviation Services	<ul style="list-style-type: none"> Enhance communication with customers and seek feedback on procedures, timely sharing of mishap information, format and information included on intermediate reports, and technical, contractual, and financial service support. Ensure services provided are professional, objective, timely and consistent with Departmental policy and meet procurement criteria. Through annual assessments, determine classroom and online offerings. Partner with other SME's to assure continuity of training offerings. Ensure SLA's and IAA's are in place prior to providing a Bill of Materials. Ensure timely, accurate, and professional flight service costing information for customer decision-making. 	<ul style="list-style-type: none"> Review investigative process to reduce investigative and reporting costs relative to the determination of probable cause and lessons learned. Enhance activity based costing (ABC) to improve business information. Enhance ABC for timelier reporting. Review internal processes and procedures to identify cost reductions and containment. Identify where services can be modified for more efficient and cost effective operations. Ensure accurate and timely documentation of program ABC function and appropriate expenditure of funding allocations. 	<ul style="list-style-type: none"> Reduce time for initial reports to the field on "factual information" relative to lessons learned. Review, identify, and refine processes and procedures to integrate the function into the overall AMD structure and to seek modernization of equipment. Ensure accountability of functional activities and that the process provides added value to the customer. Provide a professional and well-trained core of SME's to ensure quality customer service. Identify and work collaboratively with Bureau SME's. Retain documents to validate adequate cost assessments for requested flights are provided to the customer. 	<ul style="list-style-type: none"> Ensure safety staff are highly qualified and well trained SME's, highly knowledgeable of current investigative methods and procedures as well as new technology in use with customer aviation operations commensurate with funding allocations. Identify core competencies necessary to field a highly qualified, well trained, and competent, professional workforce. Assure the training staff maintains core competencies as SME's and currency on new technology and training methods worthy of a world-class organization. Assure FCC staff maintains currency on new technology for flight option assessment for efficiency and cost effective options for customer decisions.

3.7 Other DOI Support Services

The Other DOI Support Services LOB has identified its detailed five-year roadmap, seen in Figure 3-21, for achieving the goals and objectives outlined in this strategic plan.

Figure 3-21 – The Other DOI Support Services LOB's Five-Year Roadmap

Roadmap Activities	FY06	FY07	FY08	FY09	FY10
Refine SOPs and business processes					
Increase usage and customer base of existing service offerings					
Define performance expectations and Service Level Agreements					
Expand Employee Services offerings					
Provide management support to modernization project					
Refine Facilities Core Competencies based on Modernization upgrades					

Other DOI Support Services is a newly created LOB within the NBC, consolidating previously independent LOBs: Creative Communication Services, Employee Services, Facilities Management, Property and Asset Management Services, Mandated Services, and DOI IT Support Services. The justification for this consolidation is a result of the decision to provide these services solely within DOI versus offering and marketing externally to other Federal Agencies. Specific service offering descriptions can be found in Figure 3-22.

Figure 3-22 – Other DOI Support Services LOB Service Offerings

Service Offerings	Service Offering Description
Creative Communication Services	Includes support for the Business Center (Printing, Graphics, etc.), and Photographic Services.
Employee Services	Includes support for Security Clearance Management, Health Unit Operations, Passports and Visa Issuing, Transportation Subsidy Program, Accessibility Technology Services, and Employee Relocation Services.
Facilities Management	Includes support for Core Building Operations, Physical Security, Parking and Ride Sharing, Occupant Emergency Planning, Moving Services, Building Modernization, Workplace Safety and Health, Alterations, Shipping and Receiving, Flags and Seals, Maintenance/ Custodial, Mail Services, Special Events, and Space Management.
Property and Assets Management Services	Includes support for Personal Property Management Services, Fleet Management Services, and Quarters Property Rental Reimbursement Rate Services.
Mandated Services	Includes support for DOI Library Operations, DOI Museum Operations, and the Federal Executive Board of MN.
DOI IT Support Services	Includes support to DOI organizations for desktop services including provision of hardware, standard software, connectivity, directory services, help desk support; hand-held personal productivity device provision and support; information management services including records and document management and Freedom of Information support; and audio visual services.

Creative Communication Services

Target Market

The primary target markets for Creative Communication Services are the bureaus within the DOI, primarily based within the metropolitan Washington, D.C. area (Main and South Interior Buildings).

Opportunities

Creative Communication Services has the necessary staff and equipment to provide complete printing, graphics, photographic, CD-ROM production, and web design services to the Department of the Interior as well as any other Federal agencies. Additionally, Creative Communication Services has the capacity as well as the staff to operate on a 24x7 basis, when necessary. Speed, accuracy, convenience, and price are critical to successful operations.

Strategic Direction

Based on the target market, challenges and opportunities, Creative Communication Services has identified the following activities, related to its roadmap, moving forward:

- *Refine SOPs and business processes (FY06 – FY07).*
 - Develop and leverage standard operating procedures (SOPs) that are A-123 compliant.
 - Support all DOI Bureaus in achieving their mission and goals in an efficient manner.
- *Increase usage and customer base of existing service offerings (FY06 – FY08).*
 - Increase usage of existing Creative Communication Services offerings.
 - Develop a comprehensive customer outreach plan, showcasing the capabilities of Creative Communication Services to increase business within the DOI.
 - Achieve full cost recovery through improving customer service and retention, adapting to changing technologies, and adapting the branch workforce to a service model in a changing technological environment.
- *Define performance expectations and Service Level Agreements (FY06 – FY08).*

Employee Services

Target Market

The primary target markets for Employee Services are the bureaus within the DOI, primarily based within the metropolitan Washington, D.C. area (Main and South Interior Buildings).

Opportunities

Employee Services is recognized as a one-stop-shop for employee service functions. The expertise and depth of knowledge of the staff is world class which offers the opportunity of delivering these services in a more cost effective and efficient manner. Additionally, the services offered are in accordance with Federal regulations and provide the continuity and confidentiality that many private sector contractors cannot.

Strategic Direction

Based on the target market and opportunities, Employee Services has identified the following activities, related to its roadmap, moving forward:

- *Refine SOPs and business processes (FY06 – FY07).*
 - Develop and leverage SOPs that are A-123 compliant.
 - Support all DOI Bureaus in achieving their mission and goals.
- *Increase usage and customer base of existing service offerings (FY06 – FY08).*
 - Standardize and focus on selected products and services to allow for the possibility of realigning resources without a significant increase in costs.
- *Expand Employee Service offerings. (FY07 – FY08).*

Facilities Management

Target Market

The Building Operations Services office within Facilities Management is a service-provider to all occupants of and visitors to the Interior Complex (Main and South Interior Buildings). The primary focus is on the management, operation and maintenance of the Interior Complex, including HVAC, elevator, custodial, recycling, other building services and emergency response.

Opportunities

Facilities Management is intimately familiar with the infrastructure of the Main and South Interior Buildings, the mission and organizational structure of the Department, experience in understanding and responding to requirements of client offices, and has extensive knowledge of associated regulatory requirements for managing the Interior Complex. As a result, Facilities Management has established a reputation of providing exceptional customer service, excellent management, and an extremely effective emergency response team.

Strategic Direction

Based on the target market and opportunities, Facilities Management has identified the following activities moving forward:

- *Refine SOPs and business processes (FY06 – FY07).*
 - Develop and leverage standard operating procedures (SOPs) that are A-123 compliant.
 - Support all DOI Bureaus in achieving their mission and goals in an efficient manner.
- *Define performance expectations and Service Level Agreements (FY06 – FY08).*
- *Provide management to support modernization project (FY06 – FY10).*
 - Continue to effectively manage the modernization program, keeping the program on schedule and within cost and minimize the disruptions to the occupants of the Main Interior Building (MIB) during the project.
- *Refine Facilities core competencies based on Modernization upgrades (FY06 – FY10).*
 - Improve and increase service and communication with occupants. Recruit, train and retain a skilled, productive and motivated workforce.

Property and Assets Management Services

Target Market

Property and Asset Management Services will continue to be the Personal Property and Fleet Managers for the DOI Office of the Secretary organization (OS).

Opportunities

Property and Asset Management Services maintains well-established policies and procedures and has a well-trained staff in the areas of personal property and fleet management. This has translated into a good reputation for services in this area by the customer.

Strategic Direction

Based on the target market and opportunities, Property and Asset Management has identified the following activities, related to its roadmap, moving forward:

- *Refine SOPs and business processes (FY06 – FY07).*
 - Support all DOI Bureaus in achieving their mission and goals.
 - Effectively maintain the property system that accurately accounts for all forms of personal property as well as an effective recycling and disposal process. Provide oversight and management of an efficient fleet and transportation operation within the OS for top-level officials.
 - Support the transition to the FBMS property system to make it as seamless as possible.

Mandated Services

Target Market

Mandated Services includes the management of the DOI library and museum operations, and support of the Federal Executive Board of Minnesota, the Indian Craft Store, and the Interior Department Credit Union. Mandated Services will continue its support of these operations.

Opportunities

Past experience for Mandated Services has generated a reputation for providing superior services in all of these areas. The Indian Craft Store and JWOD-run Supply Store are unique operations in the government that present opportunities due to the novelty of these operations.

Strategic Direction

Based on the target market and opportunities, Mandated Services has identified the following activities moving forward:

- *Refine SOPs and business processes (FY06 – FY07).*
 - Continue to provide superior services in all mandated service areas.
 - Support all DOI Bureaus in achieving their mission and goals.
 - Develop and leverage SOPs that are A-123 compliant.

DOI IT Support Services

Target Market

The target market for IT Support Services is primarily the Office of the Secretary within DOI.

Opportunities

The primary opportunities within DOI IT Support Services are the needs and performance requirements of the OS for which these services are critical. While there is limited room for market growth in this area, there is room for improvement in service delivery performance.

Strategic Direction

Based on the target market and opportunities, DOI IT Support Services has identified the following activities, related to its roadmap, moving forward:

- *Refine SOPs and business processes (FY06 – FY07).*
 - Continue and improve service delivery for all services.
 - Develop and implement standard service delivery processes and tools to support performance improvement goals.
- *Define performance expectations and Service Level Agreements (FY06 – FY08).*

By implementing the above strategies for each service offering, the DOI Support Services LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3-23.

Figure 3-23 – Mapping the Future State of Other DOI Support Services to the NBC's Strategic Goals

	Goal 1 – Achieve Customer Service Excellence	Goal 2 – Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance	Goal 4 – Develop and Sustain a World Class Organization
Other DOI Support Services	Identify or refine SLAs for services; baseline and/or create complaint tracking systems across LOB; and baseline customer service instrument. Add instruments where gaps are identified. Once established, measure and provide feedback to customers.	Timely execution of customer agreements, timely recording of costs through ABC, monthly monitoring of expenses versus fees collected, and maintain full cost recovery for LOB.	Identify critical processes/performance metrics for processes identified and collect performance data. Refine and flow down performance plans that articulate clear expectations and assure compliance with rules and regulations, based on performance data collected and other information. Continually look for process improvements and/or partnerships with industry that will increase efficiency of service delivery.	Develop individual development plans (IDPs) at all levels of the organization. Perform skills analysis to assure that people are properly trained for services being delivered. Perform organizational assessment to assure resources are appropriately aligned. Continue to utilize employee surveys as a tool for improvement. Enhance recruitment and retention programs to attract and retain employees.

3.8 Information Technology Services

The Information Technology (IT) Services LOB has identified its detailed five-year roadmap, seen in Figure 3-24, for achieving the goals and objectives outlined in this strategic plan.

Figure 3-24 – The IT Services LOB's Five-Year Roadmap

<i>Roadmap Activities</i>	<i>FY06</i>	<i>FY07</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>
Modernize IT Security Program					
Expand Disaster Recovery Service Capability					
Migrate to Flexible Service-Oriented Infrastructure Capabilities					
Develop and Implement Service-Oriented architecture (SOA)					
Align core competencies to Satisfy IT LOB Services and Solutions					

The vision of the IT Services LOB is to be the premier IT infrastructure and integration services provider to other product delivery LOBs within the NBC. A key factor in this vision is for the IT LOB to be able to provide a powerful, flexible, adaptable and secure infrastructure as well as service integration capabilities that will enable the LOBs to move rapidly towards Service-Oriented Architecture (SOA). This SOA environment will facilitate the rapid development of applications composed of both legacy service components such as FPPS Payroll services and FPPS Personnel Action service components, as well as COTS components that are integrated into composite application offerings through Web Services technologies.

The IT Services LOB will focus on providing a broad range of infrastructure capabilities that will support the delivery of flexible, adaptable and secure applications through the composition of multiple business service components. This will include provision of a common NBC portal, a commodity based, adaptable and cost-effective server and network infrastructure, common directory, authentication and security services, and service locator and service delivery services.

The IT Services LOB will provide the common vehicle on which all other NBC LOBs will develop and deliver composite business services to NBC customers in a rapid, adaptable and customizable way. This will be accomplished through the implementation of an SOA-enabled infrastructure through a common Enterprise Service Bus (ESB) and Web Services technologies. The IT Services LOB will also provide the full range of common IT services to the NBC to support the development and delivery of NBC's key business services. These services, including a common desktop, connectivity, messaging and collaboration tools, provide the enabling infrastructure that facilitates NBC's employees to do their jobs. This infrastructure is provided in a common manner throughout the NBC and is consistent with industry standards.

To support this new SOA, the IT Services LOB will engage in an IT Security modernization effort based on a mix of both mandated federal guidelines and private industry best practice standards. This modernization effort will include integrating stronger border security mechanisms into the existing infrastructure, creating new solutions to ensure communications within and between infrastructure components are properly secured, a greater emphasis on IT configuration management within the data centers, increased incident response capabilities and monitoring as well as increased assurance and compliance efforts, a streamlined approach to the Certification and Accreditation of IT Systems within the environment and a defined and

standardized life cycle management approach to the development of new systems in the environment. In the future, these activities should enable the NBC to provide various services on a fee basis to other federal agencies as a Security LOB across the federal government.

Although the NBC's IT Services LOB embraces the opportunity for a government-wide application and infrastructure consolidation, they will also continue to offer individual services, in support of their mission, to internal DOI customers. Service offering descriptions for infrastructure services, integration services, disaster recovery, website and web application development and support, and e-authentication support can be found in Figure 3-25. The overarching discussion of the consolidated government-wide infrastructure and the resulting shared services environment will be further discussed in Section 4.5 – *Enabling Business Infrastructure*.

Figure 3-25 – Information Technology LOB Service Offerings

Service Offerings	Service Offering Description
Infrastructure Services	Tier 3 data center capability to host applications utilizing the Unix, Windows and Linux operating systems establishing space, creating rack space, power, AC and other environmental support for the application infrastructure, purchasing, establishing storage management capability, network interfaces and security configurations. This includes configuring, testing and support for hardware, installation and operation of event management, configuration management, change management and operational support for the application for large, medium or small Federal Agencies. Provide a common Portal for both customer and employee access and for common access to all NBC business and application services; Directory services, authentication services, identity management services; service management services aimed at dynamic management of infrastructure resources tied to application SLA metrics. Design, develop, install, configure and support wide area network services for small, medium and large Federal Agencies, including development of a network architecture, purchase of hardware and software as well as circuits, configuring of hardware and software, testing and support. This includes the installation, testing and support of routers, switches, and security configurations including firewalls, and intrusion detection devices. Will also offer the capability to design, purchase, configure and install voice communications systems as well as the operations and maintenance of those systems. Will also support the current DOI enterprise standard email and messaging solution. Will also offer the capability to design, purchase, install, configure and support the infrastructure for remote handheld personal productivity devices. Infrastructure services will also offer problem management support and troubleshooting.
Integration Services	Support of application integration services through an NBC Enterprise Service Bus (ESB). An ESB provides a set of infrastructure capabilities, implemented by middleware technologies that can enable the integration of services in an SOA. An ESB provides basic integration across systems to compose service solutions from components that cross the different lines of business, the ability to enable wider connectivity to one or more applications, and automate processes by Choreography Services.
Disaster Recovery Services	Data center capability to support disaster recovery services for small to large Federal Agencies, including cold site capability, warm site capability and hot site capability. This will include the ability to support data replication, mirroring, and communication redundancy to support these capabilities, establishment and operation of testing processes and procedures in conjunction with customer staff.

Service Offerings	Service Offering Description
Website and Web Application Development and Support	Development, implementation and maintenance of simple to complex web sites, and the development, implementation and maintenance of n-tiered web based applications. Also offer support for the development of applications using other modern software technologies such as GIS, spreadsheets, desktop publishing, database design and implementation.
e-Authentication Services	Includes the provisioning of both Certificate Authority Services and Registration Authority Services. Will provide PKI services to support the Registration Authority offering. NBC plans to make select systems available via the E-Authentication initiative in keeping with the President's E-Gov initiatives. This may include the provisioning of both Certificate Authority and Registration Authority Services and will require the implementation of a secure identity management system in support of this offering.
Identity Management Services in support of HSPD-12	Includes the provisioning of one physical token (Smart Card) which will address the need for physical and logical identity management across the federal government in keeping with the President's Homeland Security Presidential Directive #12 (HSPD-12).

Target Market

The NBC IT organization provides services and support to NBC and its customers. The IT Services LOB will fully support and enable the key product LOBs within the NBC to pursue their target markets. By implementing a flexible, dynamic, cost effective, adaptable and secure IT infrastructure and integration environment, the IT Services LOB will be able to rapidly provide an environment for the product LOB's to compose custom application offerings to NBC's customers from discreet business components that are either scaled up for large agencies or down for small agencies.

Opportunities

Though the IT Services LOB will face a number of challenges, significant opportunities also exist for the LOB. Specifically, there are major opportunities to:

- Become the application infrastructure and integration COE for all NBC product LOBs providing the common vehicle for application composition and integration;
- Become an application integration COE for both DOI and external customers providing an infrastructure and middleware capability for integrating multiple application components across multiple agencies;
- Take on small agency applications, and consolidated infrastructure support, including data center management and disaster recovery;
- Make specific systems available via the E-Authentication website (www.firstgov.gov) in keeping with the President's E-Gov initiatives for federal government; and
- Become a leading provider of identity management functionality (physical and logical) for other government agencies in support of Homeland Security Presidential Directive 12.

Strategic Direction

Based on the target market and opportunities, the IT Services LOB has identified the following activities, related to its roadmap, moving forward:

- *Modernize IT Security Program (FY06-FY08).*
 - Integrate FPPS into e-Authentication initiative from GSA/OMB. Develop HSPD-12 /PIV solution and implement within NBC. Offer HSPD-12/PIV solution on subscription basis to other Governmental clients. Explore NBC opportunities as an IT Security Line of Business provider. Upgrade current NBC IT Security Program via a comprehensive review of the current program; establishing new or modified practices and control procedures based on best practices, and the implementation of secure session capability, and asset configuration management.
- *Expand disaster recovery service capabilities (FY06 – FY07).*
 - Explore the opportunities to develop this new product line and offer it through internal capabilities and/or partnership arrangements with the vendor community. Define a Disaster Recovery Service Model consistent with the identified business opportunities. Identify potential vendor partners and establish service relationships. Develop a communications plan for announcing the service. Initiate Disaster Recovery Services line of business.
- *Migrate to flexible service-oriented infrastructure capabilities (FY06 – FY07).*
 - Develop customer-centric service delivery capabilities. Assess current service delivery processes, tools and capabilities. Develop, in conjunction with SOA, definition of process, financial, performance and organizational environment necessary for service delivery. Identify gaps between current and desired service delivery state and develop specific initiatives to address gaps; including SLA monitoring processes and tools, standardized infrastructure delivery offerings, standards based product offerings.
 - Pursue and develop specific solutions/projects:
 - Support and enhance application and operating system infrastructure capabilities
 - Support world class call center development
 - Maintain IT Security/Authentication Services based on best practices
- *Develop and implement service-oriented architecture, SOA (FY06 – FY08).*
 - Rapidly build up additional capabilities in web services and service-oriented architecture (SOA) infrastructure development and support for long-term consolidation work. Complete development of Conceptual SOA. Design, implement and evaluate an NBC SOA Proof of Concept. Complete NBC business architecture with detailed process descriptions as basis for SOA. Design, acquire and implement SOA technology environment. Describe and implement business practice changes within NBC to facilitate change to SOA.
 - Become an SOA Center of Excellence – efficiency of processes, excellence in services, effectiveness of solutions/support, and economy of unit costs.
- *Align core competencies to satisfy IT LOB Services and Solutions (FY06 – FY08).*
 - Complete staffing assessment, service delivery assessment, and SOA assessment to determine key service areas and capabilities needs that are appropriate for business partnerships.
 - Provide the single, common Enterprise infrastructure and integration environment for all NBC LOB initiatives to achieve their missions.

- Leverage fixed assets and costs to increase revenue and provide best value to customers (economies of scale) – position IT Services LOB to be able to reinvest revenue to further develop infrastructure support.

By implementing the above strategies for each service offering, the IT Services LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3-26.

Figure 3-26 – Mapping the Future State of IT Services to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence	Goal 2 – Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance	Goal 4 – Develop and Sustain a World Class Organization
Information Technology Services	By establishing industry quality services that are scalable, flexible and customizable for any customer we will be able to rapidly meet customer requirements. Cost efficiencies gained will be reinvested into further improvement and build-out of the infrastructure. Customers will realize service delivery improvements through a SOA delivered through an integrated, common, flexible infrastructure.	By establishing industry standard infrastructure capabilities, and implementing standard pricing structures for service offerings, along with standard SLA processes and tools we will be able to track services to costs and performance objectives; delivering quality services at competitive prices.	Implementation of industry best practices such as SOA, IT Service Management and the use of industry standard tools for the management and monitoring of adaptable and scalable IT services will allow us to optimize our service offerings and our delivery processes and mechanisms to provide optimal service.	By identifying core capabilities required to deliver state-of-the-art integrated but flexible services through an SOA environment, developing standard development and performance plans for our workforce, and leveraging industry partnerships we will create and sustain a world class organization.

4 Strategic Enabling Initiatives

NBC has identified six strategic enabling initiatives where consistent policy and guidance can make certain that the NBC's goals coordinate in critical areas and that its services are differentiated from competition. Each crosscutting initiative, seen in Figure 4-1, is guided by an NBC leadership team, which is responsible for developing NBC-wide policies and procedures, as well as overseeing future business case planning efforts and initiative execution. The initiatives identified in this section will enable the NBC, as a whole, to operate more efficiently, effectively, and economically, as each initiative is not specific to just one LOB, but rather to all LOBs on the aggregate. Many of the enabling initiative teams may overlap, because expertise will need to be obtained from each of the various areas since the enabling initiatives are crosscutting rather than independent.

Figure 4-1 – The NBC's Strategic Enabling Initiatives as Service Differentiators

- **Customer Service Strategies** – Strategies to provide world-class customer service that creates greater value for our customers.
- **Strategic Management of Human Capital (Workforce) Strategies** – Strategies to recruit, develop, and retain a highly skilled, motivated, and diverse workforce.
- **Internal Financial Management Strategies** – Strategies to develop the business processes that provide internal financial support and execution.
- **Quality and Performance Management Strategies** – Includes two major focus areas: *Quality Management Program* – strategies that emphasize continuous improvement throughout the NBC; and *Service Level Management* – strategies for the establishment and attainment of performance objectives.
- **Enabling Business Infrastructure Strategies** – Strategies to develop a crosscutting business infrastructure and support system that is flexible and can adapt to changing business needs and workload fluctuations and enable the NBC's LOBs to operate as COEs.
- **Customer Outreach Strategies** – Strategies aimed at informing customers about the NBC's LOB service offerings, attracting these customers to buy the NBC's LOB products and services, and retaining these customers for repeat and additional purchases.



These crosscutting initiatives describe the foundation that enables the success in accomplishing the NBC's mission, ensures effective operations, and promotes efficiency not only for each LOB and their service offerings, but also throughout the NBC as an organization. These strategic initiatives will enable the NBC to provide differentiated services that will result in becoming a provider of choice.

4.1 Customer Service Strategies

The Customer Service Enabling Initiative has identified its five-year roadmap, seen in Figure 4-2, for achieving the goals and objectives outlined in this strategic plan.

Figure 4-2 – The Customer Service Enabling Initiative’s Five-Year Roadmap

<i>Roadmap Activities</i>	<i>FY06</i>	<i>FY07</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>
Develop standardized customer service policies and procedures					
Create, deliver, and manage on customer surveys					
Capture and report on customer satisfaction results					
Build mechanism for capturing and reporting on customer feedback					
Identify, define, and implement help desk best practices, processes, and methodologies					
Consolidate and standardize help desk technologies					
Enable customer self-service capabilities					

Current Environment

Customer service is defined as the NBC’s ability to quickly, correctly, and reliably respond its customers’ needs. Presently, customer service capabilities and delivery methods do not consistently meet expectations within all LOBs due to a lack of standard operating procedures and fragmented support processes. When these situations occur, it is critical that actions be taken to rectify what customers perceive as inadequate support so the trust of customers can be regained. Additionally, the NBC faces a number of challenges with its customer support and help desk systems – phone, ticket, and other auxiliary systems – in that processes need to be standardized, additional training must be provided, and help desk systems must be updated.

Future Vision

The future vision of the NBC’s customer service strategies is to provide world-class customer service that creates greater value for our customers. There are primarily two reasons for building and providing world class customer service: 1) an increase in overall customer satisfaction, and 2) customer loyalty that could result in cross-sell opportunities and word-of-mouth marketing. Executing on this vision will result in differentiating NBC’s customer service from competing providers. Ideally, the future NBC customer service environment would include:

- Consistent, timely and accurate customer service delivery
 - Capability to proactively conduct customer surveys and create action plans based on survey results
 - Ability to track and report on customer satisfaction
 - Feedback mechanism for customer problems and suggestions
- One-stop servicing for customers (i.e., one number to call for any product or service)
- Optimal consolidation of help desks while understanding that multiple call centers may be desired for disaster recovery and load balancing

- Enablement of self-service capabilities for our customers
- Minimization of transferring customers to multiple areas
- Robust reporting capabilities for management review and quality assurance
- Automated fulfillment capabilities

To achieve this vision and these specific areas of improvement, the NBC must undertake a number of enabling initiatives:

- *Develop standardized customer service policies and procedures (FY06).*
 - Standardize processes and procedures across all products and services.
 - Provide effective and meaningful training and tools to NBC servicing personnel.
- *Create, deliver, and manage on customer surveys (FY06 – FY07).*
 - Create a process to enable and manage customer surveys periodically and through multiple delivery channels.
- *Capture and report on customer satisfaction results (FY06 – FY07).*
 - Leverage quality service indicators (QSIs) and results from customer surveys in order to produce customer satisfaction reports.
- *Build mechanism for capturing and reporting on customer feedback (FY07).*
 - Build and implement a tool that supports the capturing of customer problems and feedback.
- *Identify, define, and implement help desk best practices, processes, and methodologies (FY07 – FY08).*
 - Define future “to-be” state of the NBC’s customer support operations, including a review of the underlying IT requirements and facilities requirements.
- *Consolidate and standardize help desk technologies based on needs analysis and industry best practices (FY07 – FY08).*
- *Enable customer self-service capabilities (FY08 – FY09).*
 - Migrate to optimally consolidated service and support configuration and enable self-service functions.

By implementing the above strategies, the Customer Service Enabling Initiative plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 4-3.

Figure 4-3 – Mapping the Future State of Customer Service to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence	Goal 2 – Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance	Goal 4 – Develop and Sustain a World Class Organization
Customer Service Enabling Initiative	Building world class customer service capabilities; measuring through surveys and customer satisfaction metrics.	Eliminating inefficiencies through consolidation of technology and services reduces redundant and unexpected costs.	Defining a service strategy based on best practices optimizes performance and identifies continuous improvement opportunities.	Providing training and tools necessary for supporting a world class operation as well as consistent and standardized processes.

4.2 Management of Human Capital (Workforce) Strategies

The Strategic Management of Human Capital (Workforce) Enabling Initiative has identified its five-year roadmap, seen in Figure 4-4 for achieving the goals and objectives outlined in this strategic plan.

Figure 4-4 – The Management of Human Capital (Workforce) Enabling Initiative’s Five-Year Roadmap

Roadmap Activities	FY06	FY07	FY08	FY09	FY10
Perform a current skills analysis inventory for all major NBC occupations					
Develop targeted expertise continuity plans and execute succession plans					
Research, develop, and execute recruitment, retention, and incentive management plans					
Develop competency progression models for all major NBC occupations					
Develop and implement performance management process					
Identify targeted competency risks and develop plans to close the gaps					
Implement Individual Development Plans (IDP’s) that tie to the identified skill gaps					
Research, develop and implement knowledge management vehicle					

Current Environment

Workforce strategies enable the NBC to achieve and maintain a highly skilled and diverse workforce throughout the agency as a whole. The NBC undertook its first development of a workforce plan in FY04, addressing the NBC’s current workforce, focusing on skills and competencies, coupled with areas of potential shortfall. It also focused on new opportunities on the horizon, and how the NBC as an organization would continue to meet customer needs in the ever-changing world of work. However, this plan was neither tied to the NBC’s goals and objectives, nor the NBC budget. Additionally, the DOI recently released its own “Strategic Plan for Achieving and Maintaining a Highly Skilled and Diverse Workforce.” The NBC’s current workforce plan does not yet address the new DOI plan.

Future Vision

The future vision of the management of human capital (workforce) enabling initiative is to ensure the NBC has a proactive, motivated, skilled and diverse workforce that can anticipate and appropriately respond to customer needs. The NBC should be able to correctly predict and plan for future workforce needs and skill sets. Additionally, any workforce activities should be tied to the NBC’s mission, goals, and objectives, as well as the DOI’s workforce strategic plan.

In conjunction with the LOB’s strategic plans and initiatives, as well as the future vision of the NBC’s workforce, the NBC must undertake a number of enabling initiatives to get to its future state, including:

- *Performing a current skills analysis inventory for all major NBC occupations (FY06 – FY07).*
 - Develop a cross-functional advisory team and assess current state of the NBC’s workforce for each LOB.
 - Perform a skills assessment indicating what skills the NBC workforce currently has, as well as predict the future skills that will be needed to accomplish the NBC’s goals and objectives.

- Perform a gap analysis to determine the areas within the NBC's workforce that require competency development.
 - Develop a library of position descriptions, crediting plans, etc., for NBC wide use.
- *Develop targeted expertise continuity plans and execute succession plans (FY06 – FY08).*
- *Research, develop, and execute recruitment, retention, and incentive management plans (FY06 – FY10).*
 - Develop a workforce performance plan, tying performance to results through the use of incentives.
 - Develop a recruiting, development, and retention plan to achieve a highly skilled and diversified workforce throughout the NBC.
 - Ensure each of the developed plans and proposed initiatives are put into action.
 - In collaboration with Acquisition Services LOB and the Enabling Business Infrastructure Strategic Initiative, develop a mechanism that will facilitate the means for securing resources in an expeditious fashion. This will result in securing the right people with the right skills at the right time.
- *Develop competency progression models for all major NBC occupations (FY07 – FY08).*
- *Develop and implement performance management process (FY07 – FY08).*
 - Develop a workforce performance plan, tying performance to results through the use of incentives.
 - Conduct an employee satisfaction assessment, obtaining feedback about the overall workforce satisfaction and recommendations.
- *Identify targeted competency risks and develop plans to close the gaps (FY07 – FY08).*
- *Implement Individual Development Plans (IDP's) that tie to the identified skill gaps (FY07 – FY08).*
- *Research, develop and implement knowledge management vehicle (FY08 – FY09).*

By implementing the above strategies, the Workforce Enabling Initiative plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 4-5.

Figure 4-5 – Mapping the Future State of Workforce to the NBC's Strategic Goals

	Goal 1 – Achieve Customer Service Excellence	Goal 2 – Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance	Goal 4 – Develop and Sustain a World Class Organization
Strategic Management of Human Capital (Workforce) Enabling Initiative	Performing a skills assessment, identifying core competencies for major NBC occupations, and determining what skills we currently lack, will allow NBC to develop strategies for employees to gain the necessary skills needed and enable us to rapidly respond to customer requirements.	Having a solid understanding of the skills NBC employees possess will allow NBC to utilize its employees more efficiently and effectively when planning work. The goal is to reach 100% engagement at all times.	Assure metrics for recruitment, retention, and diversity meet COE and industry standards.	Develop strategic recruitment, development, and retention strategies to ensure NBC has the right people with the right skills at the right time.

4.3 Internal Financial Management Strategies

The Internal Financial Management Enabling Initiative has identified its five-year roadmap, seen in Figure 4-6, for achieving the goals and objectives outlined in this strategic plan.

Figure 4-6 – The Internal Financial Management Enabling Initiative’s Five-Year Roadmap

<i>Roadmap Activities</i>	<i>FY06</i>	<i>FY07</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>
Improve NBC-Wide Financial Practices					
Modernize the NBC budget and accounting structure					
Migrate to the Interior Franchise Fund					
Evolve the NBC control environments for enhanced A-123 compliance					
Standardize costs for standard services through enhanced cost accounting					

Current Environment

Financial management, or the business processes that provide internal financial support and execution, is at the heart of the NBC’s business operations. Using current industry best practices in NBC’s internal financial management processes is critical to the successful operation of the business and to the reputation and trust of its employees, its primary customer - DOI bureaus, and external customers. Currently, the NBC maintains a system of internal controls to encourage appropriate authorization, recording, and accountability of assets. While these controls are effective, they need to be modernized and updated to comply with recently updated A-123 guidelines and standardized across all NBC Lines of Business.

While the NBC continues to comply with and respond to outside regulatory requirements, internally, the NBC’s financial management processes and responsibilities are inconsistent across different LOBs, divisions and staff members. The NBC will undertake a program to increase the consistency of its financial management framework and modernize it to leverage current industry best-practices. Additionally, the NBC will implement shared responsibility and accountability across the NBC for maintaining and complying with financial and internal controls in order to meet all regulatory and OMB mandated directives. Finally, modernized internal financial management processes will feed into the development, management and reporting of timely, accurate and useful financial information to support management decisions and satisfy executive and governmental requirements.

Future Vision

The future vision of this initiative is to implement leading business processes or industry best practices to support the NBC’s internal financial management operations, integrity, accountability, and control. A comprehensive, cost allocation study has been recently completed and will provide the NBC Leadership Team with enhanced cost breakdowns of each LOB to assist in establishing a more effective and highly efficient financial management program when fully implemented. Additionally, a number of other enabling initiatives, as described below, will be undertaken to strengthen NBC’s internal financial structure:

- *Improve NBC-wide financial practices (FY05 - FY06).*
 - Develop and implement policies to strengthen financial accounting program across LOBs, e.g., CAS, Billing and Collections, Airplane Replacement, General Depreciation, etc.
 - Implement standardized procedures to eliminate inefficient and/or redundant processes.
- *Modernize the NBC budget and accounting structure (FY06 – FY07).*
 - Obtain contractor support to review NBC accounting systems and requirements.
 - Identify budgeting and accounting structure that simplifies financial accounting, supports cost accounting, and supports enhanced financial reporting.
 - Implement approved budget structure and financial accounting requirements.
- *Migrate to the Interior Franchise Fund (FY06 - FY07).*
 - Develop an implementation plan for Department approval.
 - Develop appropriate Secretarial Order and assess financial and accounting impacts and requirements for compliance with Franchise Fund legislation.
 - Coordinate and communicate with the Office of Management and Budget and appropriate Congressional appropriations staff.
 - Implement beginning FY 07.
- *Evolve the NBC control environments for enhanced A-123 compliance (FY06 – FY07).*
 - Identify a team involving a shared responsibility across NBC LOBs to develop the best approach for enhancing financial activities in accordance with applicable requirements.
 - Identify incremental actions and approaches to be taken by NBC to implement enhanced control processes and procedures.
 - Evolve the internal management control environment to be A-123 compliant, providing annual results and certifications.
- *Standardize costs for standard services through enhanced cost accounting (FY05 – FY08).*
 - Through the purchase of cost modeling technology, establish products and services and supporting employee activities consistent with a commercial activity-based cost model.
 - Collect cost data inputs during FY 06 and make improvements and corrections to ensure accurate data capture and reporting.
 - Update and review model regularly to maintain data/cost integrity.
 - Use financial cost information to compare to current rates and bring rates into compliance over time with enhanced cost model.

By implementing the above strategies, the Internal Financial Management Enabling Initiative plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 4-7.

Figure 4-7 – Mapping the Future State of Internal Financial Management to the NBC's Strategic Goals

	Goal 1 – Achieve Customer Service Excellence	Goal 2 – Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance	Goal 4 – Develop and Sustain a World Class Organization
Internal Financial Management Enabling Initiative	Conduct a market analysis, develop and produce a sound business case, produce transition plans for the NBC's customers from legacy systems, establish an FM LOB executive steering committee to decide strategically the NBC's direction and investments, and build the NBC's expertise to support our product lines.	The results of the cost allocation study and subsequent evolution of the financial management framework positions the NBC to maintain financial integrity by leveraging best practices processes.	Fully understanding and managing the NBC's cost structure will achieve cost and performance optimization. This will provide DOI and external customers with accurate and price competitive services.	The evolution to a strong and sound financial management program will require subject matter expertise in a complex and challenging competency.

4.4 Quality and Performance Management Strategies

Quality is an integral component of the NBC mission and vision for delivering service excellence for our clients. To achieve this vision, continuous attention to the achievement of quality and performance objectives is required. Through this initiative, the NBC will implement an ISO 9000 compliant Quality Management Program, including the processes to measure, track, and report our quality and performance results. The Quality and Performance Management Enabling Initiative has identified its five-year roadmap, seen in Figure 4-8, for achieving the goals and objectives outlined in this strategic plan.

Figure 4-8 – The Quality and Performance Management Enabling Initiative’s Five-Year Roadmap

Roadmap Activities	FY06	FY07	FY08	FY09	FY10
Establish Program Management Office (PMO)					
Design and Implement Key Performance Indicators					
Update and Track SLAs for All Customers					
Develop and Deploy Quality Management Processes					
Develop Integrated Performance Management Reporting					
Develop and Implement Performance Management System					
Obtain ISO Registration					
Utilize Quality Management to Improve Results					

Current Environment

In describing the products and services that the NBC seeks to deliver to its customers, there is a clear and preeminent focus on **Quality** in the mission statement. Therefore, the Quality and Performance Management (QM) initiative is being established to directly support the quality specified in the NBC mission statement. The NBC assumes responsibility for ensuring that our customers receive the quality they expect and thus, the NBC can remain competitive in the marketplace. In addition, the concept of quality implies compliance – compliance with legislative and regulatory mandates – but also goes well beyond mere compliance to also address the other key elements of quality. Institutionalizing QM will be a key factor in achieving customer expectations and compliance. Typical QM components include quality assurance of selected program deliverables, assessment of organizational problem areas, process improvement efforts, performance and quality service metrics, and communications. It is essential to institutionalize and manage a framework for continuous process improvement throughout NBC.

For a performance-oriented organization to function successfully and to achieve high performance stature, it must track key performance indicators and monitor such wide-ranging issues as program effectiveness, financial accountability, cost, efficiency and capital planning. In an attempt to begin the process of instilling **Quality** in every aspect of every initiative undertaken by the NBC, a performance management process is being established. Performance Management will focus on two groups: our customers and management. In support of Performance Management for customers, NBC has begun to incorporate industry best-practices into Service Level Agreements (SLAs) across all Lines of Business (LOBs). In pursuit of management objectives, SLA metrics are being overhauled to ensure measurability. In addition, a combination of financial, service, and operational performance measures are being incorporated into various management reports and scorecards thereby supporting

managerial visibility, transparency for customers, and overall performance improvement practices throughout the NBC.

Future Vision

While quality is a fundamental component of every individual's job in the NBC, it is the formalization of Quality Management that is expected to provide the leadership in institutionalizing quality principles, policies, processes, practices, standards, and continuous improvement throughout the organization. The NBC will implement a modern Total Quality Management (TQM) programs adhering to ISO 9000 requirements as it aims towards an effective quality management system that can serve as the framework for becoming a highly competitive provider of services and for ensuring continuous improvement. Through this initiative, the NBC will build a culture of continuous improvement in which increasing levels of quality is a focus for all NBC employees. When the program is operational and continuous improvement practices are in place, NBC performance in key areas will improve. Customer satisfaction will improve as the NBC increases focus on customers, anticipates customer needs, and exceeds customer expectations. Moreover, compliance with regulations and legislative mandates will be ensured and accountability will increase. Efficiency and cost-effectiveness will also improve as the quality program methodically identifies and rectifies various operational and performance issues that contribute to costly rework and corrective actions.

For the Quality and Performance Management Initiative to be effective, it is essential that a disciplined methodology for reviewing and managing service levels for each customer and service is established. This initiative will develop a process that will monitor service quality, detect actual or potential problems, take actions to maintain or restore the expected or required service quality, and report on the service levels. A Service Level Agreement (SLA) is the instrument for enabling Performance Management. The agreement defines the customer's service level expectations and what the NBC needs from customers in order to meet those expectations. SLAs must also include performance indicators that measure and standardize service performance and quality of service. Furthermore, effective SLAs also need to include action plans in the event that the NBC does not meet the agreed-upon service levels. It is anticipated that the performance results depicted in scorecards and various performance reports, including audit results, will demonstrate the effectiveness and overall performance levels that the continuous improvement activities have achieved as the NBC strives to reach the highest standards of quality services.

In order for the NBC to achieve its Quality and Performance Management future vision, it must undertake the following next steps:

- *Establish a Program Management Office (FY06).*
 - A Quality and Performance Management Program Office will be established for the overall coordination of program activities, policy formulation, contract management, project management, resource management, compliance, and requirements formulation.
- *Design and implement key performance indicators (FY06).*
 - Measurement, tracking, and reporting of key performance indicators (KPI). KPIs will be established in support of strategic objectives, operational performance, and quality service achievement. These KPIs will be analyzed to identify trends, issues and opportunities for organizational improvement efforts; including cost reduction, productivity improvement, enhanced customer satisfaction, and resource redeployment.

- *Update and track Service Level Agreements (SLAs) for all customers (FY06).*
 - Industry best-practices for SLAs have been researched and identified. Efforts to update SLAs across the NBC and incorporate these industry best-practices are underway. Additional efforts will develop standard performance metrics for NBC services and implement the means to efficiently track SLA performance.
- *Develop and deploy quality management processes (FY06 – FY07).*
 - The NBC continuous improvement process will be established. Moreover, core business processes for each NBC Line of Business will be standardized, documented, and improved based on best-practices and established standards applicable for each particular LOB or service.
 - Business processes that cross functional boundaries will be streamlined and integrated as appropriate. Core business processes and control environments will be enhanced and modernized to ensure compliance and control.
- *Develop integrated performance management reporting (FY06 – FY07).*
 - Develop standard reports that incorporate quality and performance management metrics from various sources into integrated reports for customers and services. Establishment of planned and consistent review sessions with customers.
- *Develop and implement performance management system (FY06 – FY08).*
 - Identify requirements and implement an automated tool for the aggregation of performance data from various sources and presents the information in standard report formats. Provide various management scorecard and dashboard reporting mechanisms sufficient to demonstrate quality and service performance.
- *Obtain ISO Registration (FY08).*
 - Demonstrate ISO 9000 requirements have been met through a formal audit that leads to the achievement of an ISO quality registration for the NBC.
- *Utilize Quality Management to improve results (FY08 – FY10).*
 - Provide sufficient support and resources to ensure the ongoing effectiveness of the Quality and Performance Management Program.

By implementing the above strategies, the Quality and Performance Management Enabling Initiative plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 4-9.

Figure 4-9 – Mapping the Future State of Quality & Performance Management to the NBC's Strategic Goals

	Goal 1 – Achieve Customer Service Excellence	Goal 2 – Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance	Goal 4 – Develop and Sustain a World Class Organization
Quality and Performance Management Enabling Initiative	Identify, baseline and track performance metrics as part of SLAs, reports, and scorecards.	Quality of services delivered will reduce re-work and thus avoid unplanned costs.	Formalizing a QMP will help identify continuous improvement opportunities and optimize performance.	Gearing towards an ISO 9000 Quality Program enables migration to world class quality stature.

4.5 Enabling Business Infrastructure

The Enabling Business Infrastructure Strategic Initiative has identified its five-year roadmap, seen in Figure 4-10, for achieving the goals and objectives outlined in this strategic plan.

Figure 4-10 – The Enabling Business Infrastructure Strategic Initiative's Five-Year Roadmap

<i>Roadmap Activities</i>	<i>FY06</i>	<i>FY07</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>
Establish Program Management Office (PMO)					
Develop Governance Framework					
Develop and Implement Appropriate Teaming Agreements and Contracting Vehicles					
Develop and Implement A Facilities Management Plan					
Modernize the IT Infrastructure					

Current Environment

Business infrastructure enables the integration and optimization of the NBC's extended enterprise by connecting *People, Processes, and Technology* to business processes and technology solutions. For the NBC to be competitive in the future, the NBC's core business processes, systems, and infrastructure must be adaptable to changing business needs and workload fluctuations. Such business processes - which provide work space, teaming arrangements, governance mechanisms, and technology infrastructure - are difficult to change for new operational requirements. In addition, they do not efficiently provide information needed for management decision-making. The NBC's enabling business infrastructure for the enabling initiatives set forth in this plan should provide a flexible business environment that can handle planned and unplanned changes in business needs and workload levels.

Future Vision

The NBC recognizes that as the Federal environment has grown, it has become increasingly more complex, both in mission objectives and infrastructure support needs. OMB has developed the President's Management Agenda (PMA) in order to transform the Federal Government to one that is citizen-centered, results-oriented and market-based to improve performance government-wide. Additionally, the NBC understands that as a provider of multiple LOBs and services, it has the opportunity to position itself as the preferred provider of these administrative and business management services across the government by integrating support infrastructures, streamlining business processes, and employing a flexible business infrastructure. By developing and implementing plans to connect its *People, Processes, and Technology*, the NBC will enable a business infrastructure that provides agility, flexibility, and scalability and also supports the NBC's strategic direction outlined in this plan. The NBC's future vision for its Enabling Business Infrastructure Initiative is to achieve service excellence through an infrastructure (both business and technical) that is responsive and adaptable to the changing business and technological needs and growth that will result from the implementation of this strategic plan.

Processes

A challenging issue facing many organizations is how to manage business processes to deliver greater value. Often, it is operational or cultural factors such as resistance to change that can deter organizations from making advancements in business practices and processes. However, technology can be an even greater deterrence, mostly because many information systems are rigid and operate in silos. Frequently, applications and systems are developed in isolation, and thus there is great potential for duplication of data. In response to the need for data sharing, organizations then spend IT dollars on numerous integration projects. Furthermore, the business processes are typically implemented as a by-product of creating a series of tightly-coupled IT systems. As a result, the organization is less able to respond to changing business needs, leaving few opportunities to optimize processes and improve efficiencies. Effectively mapping processes is a key step to turning chaos into knowledge, which can result in creating operational efficiencies and supporting customer needs. Thus, the NBC needs to transition from a modular, fragmented environment to an integrated enterprise architecture model.

The NBC's vision of business process strategies is to enable an integrated enterprise management system by incorporating multiple domain activities through SOA. In doing so, the NBC must understand the relationships among data and systems through a business process mapping effort. By understanding and mapping how existing data and processes relate to each system, the NBC can eliminate its dependence on point-to-point system interfaces and establish an SOA. The key to this initiative is identifying the appropriate mapping tool. The tool should have the capability to pull business process information from the different systems and create a data and process map that will feed the SOA information engine, the metadata repository. As a result, the integrated enterprise management system will allow NBC to connect and share information and processes much faster and easier than before. In turn, the NBC will achieve a greater flexibility and efficiency, benefiting both the NBC and its customers.

Facilities Management and Contract Services

The NBC will need to leverage existing leases and facilities, existing contract vehicles to procure program management services, and a variety of supplemental workforce services. As the appropriate contracting vehicles and teaming agreements are being put in place, the NBC will also need to ensure the appropriate facilities are being acquired. For example, Training Services may require additional classroom space; IT Services may require additional hosting or call center facilities and may need more secure buildings for future initiatives; and Human Resources may need to locate additional office space for new employees. All these facilities requirements, across each LOB and each enabling initiative, must be analyzed and addressed to support the NBC's business infrastructure and ensure that the most effective and efficient facilities plan is developed and implemented to support rapidly changing business requirements.

Program Management Office (PMO)

As an over-arching enabling process, the NBC will also need to establish a PMO. The purpose of the PMO is to manage the planning and implementation of all initiatives within the NBC with a focus on risk management and change management affecting People, Processes, and Technology. Also, the PMO will be responsible for setting and enforcing standard project methodology across all initiatives, which will enable the NBC to achieve a high degree of quality and synergies throughout all Directorates. Furthermore, the PMO will construct an NBC Governance Framework to create a model, whereby, accountability, escalation, decision-making mechanisms, and communication vehicles can be established in a structured and coordinated manner.

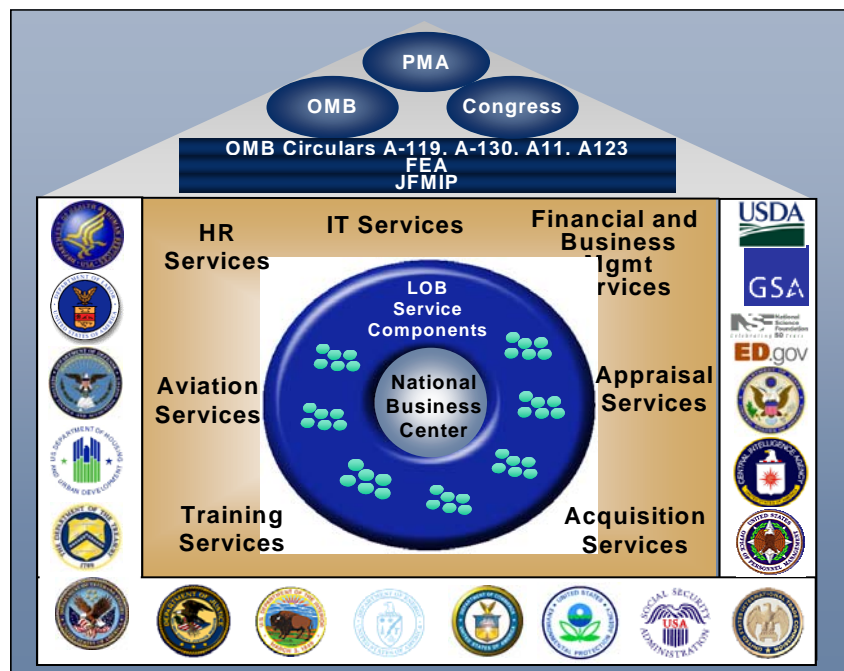
Technology

In addition to People and Processes, the NBC will need to assess its current Technology capabilities associated with the integration of this plan and the implementation of a shared services provider model. The critical success factor is establishing and maintaining a link between business priorities and IT efforts. This objective requires the development and ongoing use of a planning process that begins with business priorities, links to IT planning, and establishes the initiatives and priorities for IT efforts. Additionally, physical technology requirements will have to be reviewed to understand what the NBC currently has in the way of hardware and software and what the NBC will need in the future.

The NBC will also need to address the physical capabilities necessary to implement the concept of service-oriented architecture (SOA) in order to develop and implement a shared services provider model. As previously mentioned, the vertical focus of many of the NBC's LOBs makes them ideal mechanisms to leverage commercial and governmental best practices, as well as vertically oriented supporting applications to deliver a common set of services to a distributed and diverse user environment via a shared services provider model. SOA is the enabler of a shared services environment.

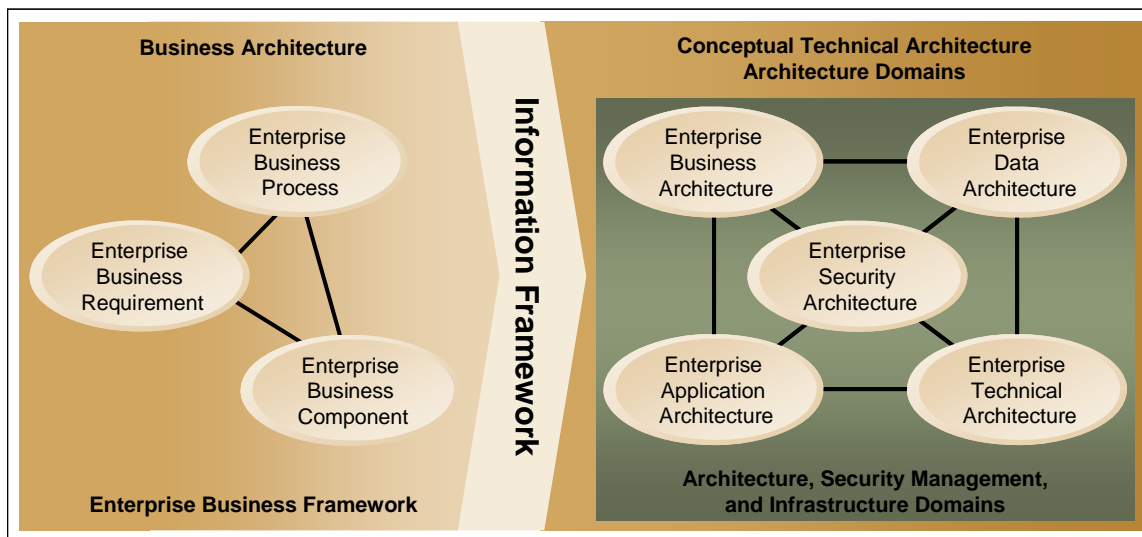
Figure 4-11 represents the NBC's shared services operating model, with five of its LOBs – Financial Management, Human Resources, Training, Acquisitions, and Information Technology – as the core to its enterprise level integrated enterprise management (IEM) service offering. The NBC's vision is to offer these LOB service offerings to agencies across the Federal government in a manner that allows cross-agency collaboration. By doing so, the NBC will position itself to become the Federal government center of excellence (COE) of choice for customers.

Figure 4-11 – The NBC's Shared Services Operating Model



The NBC SOA will be driven by an enabling business architecture as established in the agency Enterprise Architecture (EA), which provides a roadmap by which progress toward the SOA target architecture can be measured. Business architecture (developed through the Process Analysis described above) captures the overall business requirements (in terms of business needs, user communities, business rules, and business processes), which in turn define the information framework, which captures the information and business process requirements of the user communities so that they can effectively perform their function. This technology infrastructure in turn defines the physical infrastructure in terms of data center facilities necessary to deliver the SOA capabilities required to support the NBC's strategic goals and objectives. Figure 4-12 illustrates how the business architecture drives the technical architecture.

Figure 4-12 – Business Architecture Drives the Technical Architecture



The technical architecture aligns business needs and solution domains to create a business information environment based on solid engineering and delivery principles. This allows for the loose coupling and distribution of business functionality across applications and provides customer autonomy.

The FEA provides the overall governance model for NBC's shared services development and deployment. The FEA helps identify leading practices in reuse of technologies and solutions as well as opportunities to establish shared services throughout the Federal Government. In doing so, *People*, *Process*, and *Technology* inefficiencies within NBC and the clients NBC serves are identified and replaced with standards that facilitate uniform governance and interoperability.

In conjunction with the LOBs' strategic plans and initiatives, as well as the future vision of enabling business infrastructure and the shift to a shared services environment, the NBC must undertake a number of enabling initiatives to get to its future state, including:

- *Establish a Program Management Office (FY06).*
 - An Enterprise Program Management Office (PMO) will be established for the overall coordination of major information technology initiatives that cross the NBC LOBs, establishment of project management standards, contract alignment to major initiatives, project management support, resource management, compliance, and risk management.
 - This PMO will also coordinate customer outreach activities, strategic plan development, and business planning standards.
- *Develop governance framework (FY06).*
 - The NBC will develop a proposal for modifications to the governance structure in place within the Department to provide oversight and accountability over NBC activities.
 - This proposal will simplify the various governance mechanisms, yet interconnect with and support the overall Department governance processes and committees.
- *Develop and implement appropriate teaming agreements and contracting vehicles (FY06 – FY07).*
 - Secure necessary contract vehicles and teaming agreements with industry to provide both staffing capabilities and data center capabilities that are flexible and adaptable.
 - Developing a mechanism that will facilitate the means for securing resources in an expeditious fashion. This will result in securing the right people with the right skills at the right time to meet changing business volumes and needs.
- *Develop and implement a facilities management plan (FY06 – FY08).*
 - Securing necessary facilities to house NBC staff and contractors and to provide technical support for information technology delivery infrastructures.
- *Modernize the IT infrastructure (FY06 – FY09).*
 - Establish enterprise business process optimization
 - Provide data center capacity to meet business needs and accommodate technology workload projections.
 - Develop and implement data center management strategies.

By implementing the above strategies, the Enabling Business Infrastructure Strategic Initiative plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 4.13.

Figure 4-13 – Mapping the Future State of Enabling Business Infrastructure to the NBC's Strategic Goals

	Goal 1 – Achieve Customer Service Excellence	Goal 2 – Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance	Goal 4 – Develop and Sustain a World Class Organization
Enabling Business Infrastructure Strategic Initiative	<ul style="list-style-type: none"> • Develop a PMO and a governance structure that allows the NBC to better serve its customers. • Put appropriate teaming agreements and contract vehicles in place to better serve NBC customers. • Establish an architecture that allows NBC to deploy business solutions that are characterized by reusable components, shorter development times, and tailoring of services to customer requirements. 	<ul style="list-style-type: none"> • Develop a PMO and a governance structure that allows the NBC to maintain better control over its costs to customers. • Put appropriate contract vehicles and teaming agreements in place to ensure best value of services. 	<ul style="list-style-type: none"> • Put appropriate teaming agreements and contract vehicles in place to supplement capacity, bandwidth, and knowledge of NBC staff in order to optimize operational performance and efficiency. • Unify the approach to service delivery within the NBC and enhance the interoperability and reuse of service components leading to customer servicing that is efficient and productive. 	<ul style="list-style-type: none"> • Secure necessary facilities to accommodate additional space requirements for expanding workforce. • Put appropriate teaming agreements and contract vehicles in place to supplement capacity, bandwidth, and knowledge of NBC staff. • Develop a series of transition and operational support plans including workforce planning and governance models across the various NBC Centers of Excellence. These plans and processes will help NBC meet this goal. Develop and implement increased security capabilities to support physical and logical security at the NBC.

4.6 Customer Outreach Strategies

The Customer Outreach Enabling Initiative has identified its five-year roadmap, seen in Figure 4-14, for achieving the goals and objectives outlined in this strategic plan.

Figure 4-14 – The Customer Outreach Enabling Initiative’s Five-Year Roadmap

<i>Roadmap Activities</i>	<i>FY06</i>	<i>FY07</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>
Develop standard promotional material for all LOBs, including an overhaul of the NBC website	■				
Develop NBC corporate and LOB-specific customer outreach plans		■	■		
Develop customer liaison capabilities and contact programs			■	■	

Current Environment

Customer outreach activities encompass any efforts to promote the NBC's products and services and to attract customers to buy these products and services. Currently, customer outreach activities within the NBC are fragmented and unfocused. Activities are initiated at many levels – the corporate level, the directorate level, and sometimes at the division and/or branch level as in user group meetings and individual customer visits. Although this practice is not fundamentally wrong, it is also not ideal. While all levels of the organization should be involved in customer outreach activities, corporate oversight must exist. In doing so, measures of customer outreach effectiveness should be properly identified and documented.

Future Vision

The future vision of the customer outreach initiative is two fold. First, the NBC must educate customers and prospective customers so that they have sufficient knowledge about the features and benefits of the products and services the NBC provides. This will better ensure that the customers make initial and repeat purchase decisions to acquire NBC's products and services in lieu of the competition's products and services. Second, the NBC should proactively identify and respond to customer needs in order to enhance the NBC's existing products and develop new products to meet those needs.

In conjunction with the LOBs' strategic plans and initiatives, as well as the future vision of customer outreach, the NBC must undertake a number of enabling initiatives to get to its future state, including:

- *Develop standard promotional material for all LOBs, including an overhaul of the NBC website (FY06).*
 - Review secondary research such as stakeholder analyses from other strategic planning documents, such as LOB positioning statements, SWOT analyses and market focus interviews.
 - Develop a plan and timeframe for redesign of the NBC web site to raise awareness of the NBC and the products and services available.
 - Develop NBC and LOB-specific collateral for NBC products and service offerings.
- *Develop NBC corporate and LOB-specific customer outreach plans (FY06 – FY08).*

- Develop feature and benefit statements for the flagship products and services in each of the five LOBs. Develop feature and benefit statements for the NBC in general.
- Develop an NBC corporate and LOB-specific customer outreach plans.
- Institute a program of proactively offering additional services to existing customers based on customer need as determined from customer profile.
- *Develop customer liaison capabilities and contact programs (FY07 – FY09).*
 - Establish a formal customer relationship management program that will result in providing existing and prospective customers an integrated view of NBC in addition to a functional or service oriented perspective.
 - Reinstitute annual customer satisfaction survey. Use FY06 results as baseline, improve customer rating of “satisfied or completely satisfied” by ten percent per year with 95% as ultimate goal.

By implementing the above strategies, the Customer Outreach Enabling Initiative plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 4-15.

Figure 4-15 – Mapping the Future State of Customer Outreach to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence	Goal 2 – Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance	Goal 4 – Develop and Sustain a World Class Organization
Customer Outreach Enabling Initiative	Determine customer needs and provide solutions to those needs through existing products and services and the development of new products and services.	Increase in utilization from sales of products and services ensures full cost recovery and realization of additional economies of scale.	Increases organizational efficiency by focusing efforts on providing services that meet customer needs and by improving efficiency.	New and increased revenue sustains the organization as a stable workplace. New products and services offer opportunities for employee growth.

5 Roadmap for Achieving the NBC's Strategic Vision

5.1 The NBC's Strategic Roadmap

In support of the NBC's mission, strategic goals and objectives, LOB service offerings, and the enabling initiatives, the NBC has developed a high-level roadmap of key activities by LOB for FY06 – FY10, seen in Figure 5-1. Figure 5-2 details the strategic enabling initiatives needed. Both roadmaps are integral to the successful execution of activities needed in order to achieve the vision and strategies outlined in this strategic plan.

Figure 5-1 – The NBC's Core LOB Five-Year Roadmap for FY06 – FY10

Core LOBs	Roadmap Activities	FY06	FY07	FY08	FY09	FY10
Financial & Business Management Services	<ul style="list-style-type: none"> • Deploy and support the Financial Business Management System (FBMS) • Develop Financial Management business Plan • Migrate FM Service Offerings from Legacy Systems to Standardized Solutions • Establish A-123 Compliance Activities 					
HR Services	<ul style="list-style-type: none"> • Increase Usage and Customer Base of Core HR Services • Decouple HR Services and Corresponding Systems • Expand Existing HR Service Offerings • Acquire HR Skillsets and Workforce to Support New Systems and Service Offerings • Migrate from Product to Service-Oriented Delivery Model • Enable Seamless Integration of Cross-Functional Business Processes 					
Training Services	<ul style="list-style-type: none"> • Transition from Homegrown LMS to Government-Wide LMS (GoLearn) • Expand Intern Programs for FM, HR, and IT • Increase Usage of and Participation in Leadership Development Programs • Expand Online Learning Programs 					
Acquisition Services	<ul style="list-style-type: none"> • Increase Usage and Customer Base of Acquisition Management Services • Implement Acquisition Audit and Compliance Program • Pursue Integration of GovPay Electronic Invoice System • Increase Usage of Federal Assistance Management Services • Integrate GovWorks into the Acquisition Services LOB • Increase Diversity of Customer Base (to Include More Civilian Agencies) • Enable Seamless Integration of Cross-Functional Business Processes 					
Appraisal Services	<ul style="list-style-type: none"> • Establish Consistent Appraisal Departmental Policies and Procedures • Refine SOPs and Business Processes • Establish Compliance Inspection and Continuous Improvement Program • Expand Appraisal Service Offerings in Minerals, Timber, and Water Evaluation 					
Aviation Services	<ul style="list-style-type: none"> • Update and Consolidate Aviation Policies and Manuals • Establish Consistent Standard Operating Procedures • Align Core Competencies to Satisfy New Aviation Standards and Technologies • Enhance Bureau Partnerships for Increased Efficiencies • Enhance and Expand Aviation User training Activities 					
Other DOI Support Services	<ul style="list-style-type: none"> • Refine SOPs and Business Processes • Increase Usage and Customer Base of DOI Support Service Offerings • Define Performance Expectations and Service Level Agreements (SLAs) • Expand Employee Services Offerings • Provide Management Support to Modernization Project • Refine Facilities Core Competencies Based on Modernization Upgrades 					
IT Services	<ul style="list-style-type: none"> • Modernize IT Security Program • Expand Disaster Recovery Service Capability • Migrate to Flexible Service-Oriented Infrastructure Capabilities • Develop and Implement Service-Oriented Architecture (SOA) • Align Core Competencies to Satisfy IT LOB Services and Solutions 					

Figure 5-2: The NBC's Strategic Enabling Initiatives Five-Year Roadmap for FY06 – FY10

Strategic Initiatives	Roadmap Activities	FY06	FY07	FY08	FY09	FY10
Customer Service Strategies	<ul style="list-style-type: none"> • Develop standardized customer service policies and procedures • Create, deliver, and manage on customer surveys • Capture and report on customer satisfaction results • Build mechanism for capturing and reporting on customer feedback • Identify, define, and implement help desk best practices, processes, and methodologies • Consolidate and standardize help desk technologies • Enable Customer self-service capabilities 					
Management Of Human Capital	<ul style="list-style-type: none"> • Perform a current skills analysis inventory for all major NBC occupations • Develop targeted expertise continuity plans and execute succession plans • Research, develop, and execute recruitment, retention, and incentive management plans • Develop competency progression models for all major NBC occupations • Develop and implement performance management process • Identify targeted competency risks and develop plans to close the gaps • Implement Individual Development Plans (IDP's) that tie to the identified skill gaps • Research, develop and implement knowledge management vehicle 					
Internal Financial Management	<ul style="list-style-type: none"> • Improve NBC wide financial practices • Modernize the NBC budget and accounting structure • Migrate to the Interior Franchise Fund • Evolve the NBC control environments for enhanced A-123 compliance • Standardize costs for standard services through enhanced cost accounting 					
Quality and Performance Management	<ul style="list-style-type: none"> • Establish Program Management Office (PMO) • Design and implement key performance indicators • Update and track SLAs for all customers • Develop and deploy Quality Management processes • Develop Integrated Performance Management Reporting • Develop and Implement Performance Management System • Obtain ISO Registration • Utilize Quality Management to Improve Results 					
Enabling Business Infrastructure	<ul style="list-style-type: none"> • Establish Program Management Office (PMO) • Develop Governance Framework • Develop and Implement Appropriate Teaming Agreements and Contracting Vehicles • Develop and Implement a Facilities Management Plan • Modernize the IT Infrastructure 					
Customer Outreach	<ul style="list-style-type: none"> • Develop Standard Promotional material for all LOBs Including an Overhaul of the NBC Website • Develop NBC Corporate and LOB-Specific Customer Outreach Plans • Develop Customer Liaison Capabilities and Contact Programs 					

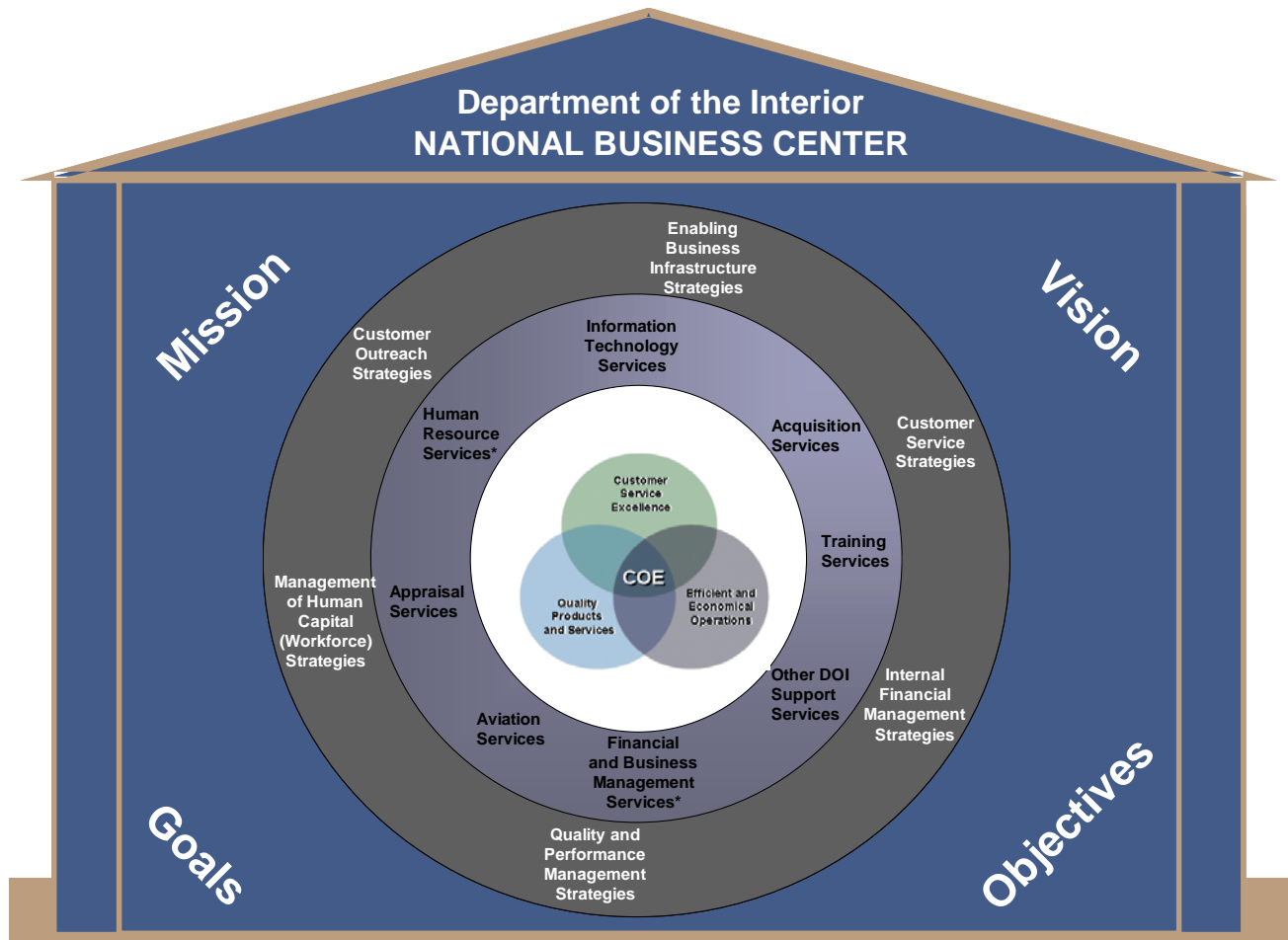
5.2 Next Steps

Once the NBC's FY06 – FY10 Strategic Plan has been reviewed, received, and approved by the Executive Sponsorship within the NBC and the DOI, a series of customer outreach activities will commence. These activities will focus on publicizing the strategic plan, incorporating updates to the NBC website, and development of NBC product and service materials for existing and prospective customers. The initiatives outlined in this strategic plan and depicted in the strategic roadmaps will be further analyzed and prioritized through the creation of formal business cases and detailed business plans. Additionally, a performance measurement procedure will be initiated to ensure that performance metrics and reporting are integrated within the NBC framework immediately. This is a critical task for the NBC in that it promotes accountability as well as adherence to governmental guidelines such as A-123.

A cost management study, a program management initiative, and the IT Directorate's business planning are currently in progress as individual projects, indicating that the NBC is well

underway to achieving its mission, vision, and strategic goals and objectives identified in this plan and as depicted in Figure 5-3.

Figure 5-3 – Achievement of The NBC's Strategic Direction and Framework



Appendix A –

The NBC's Performance Indicators by Strategic Goal

During the development of the NBC's strategic plan, a number of performance indicators were identified by each strategic goal area. Section 2 – The NBC's Goals and Objectives – identifies only the high-level, cross-cutting indicators for the LOBs, whereas this table indicates all the performance indicators (more specific to individual LOBs) that were identified during strategic planning sessions.

Strategic Goal #1 Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements	
Objective 1.1	<i>Establish and Maintain Long-Term Business Partnerships with Customers</i>
Performance Indicators	Number and percent of customers obtained
	Number and percent of customers retained
	Number and percent of customers lost
	Number of additional products and services sold to customers across either the same or additional LOBs
Objective 1.2	<i>Develop, Monitor, and Report on Service Level Agreements</i>
Performance Indicators	Percent of customers with SLAs
	Percent of SLAs with regular monitoring
	Percent of SLAs with no less than quarterly reporting
	Percent of SLA performance standards met or exceeding customer requirements
Objective 1.3	<i>Deliver Quality Services On-Time and Within Cost Commitments</i>
Performance Indicators	Percent of SLA metrics achieved
	Number and percent change of Quality Service Indicator (QSI) failures normalized across LOBs
	Percent customer satisfaction
Strategic Goal #2 Modernize Financial and Business Management Practices	
Objective 2.1	<i>Maintain Auditable Financial Records</i>
Performance Indicators	Receipt of clean audit opinions
	Number of audit findings
	Percent automated systems integrated with financial system at zero error-rate
Objective 2.2	<i>Ensure Accurate and Traceable Cost and Revenue Allocations</i>
Performance Indicators	Number of accounting adjustments required
	Percent of managers with confidence in financial management accuracy
	Percent accuracy of cost and revenue based on internal review
Objective 2.3	<i>Report Financial Information in a Timely Manner</i>
Performance Indicators	Receipt of required reports on a monthly basis
	Customer Service Agreement data tied to other financial data measured at least monthly
	Timely reports are complete and received by management monthly re: revenue and expenditures as well as budget variance
Objective 2.4	<i>Hold All Managers Accountable for Managing within Funding Allocation</i>
Performance Indicators	Percent reduction in cost of services
	Revenue covers cost

Strategic Goal #3 Optimize Operational Performance by Establishing Centers of Excellence to Deliver Services

Objective 3.1 Maximize Customer Value by Ensuring Services are Delivered in the Most Economical Manner

Performance Indicators

- Total cost and total revenue per service
- Cost and revenue per unit (and customer, where appropriate)
- Percent change in unit cost, relative to plan
- Actual overhead fees as a percentage of total cost
- Price versus competitor price
- Ratio of customer numbers to revenue increases and decreases

Objective 3.2 Promote the Efficiency and Productivity of Service Delivery Through Improved Processes

Performance Indicators

- Percent change in cycle-time, relative to plan (for standard processes)
- Variance from standard processes
- Variance from schedule, relative to milestone/due date in project plan
- Number of efficiency improvements successfully adopted, relative to plan

Objective 3.3 Enhance the Effectiveness of Services by Leveraging Industry Best Practices and Meeting Quality Goals

Performance Indicators

- Ratio of problems/complaints to service units
- Ratio of problems/complaints to total service cost
- Mean time to resolve problems/complaints by service
- Number of customer's audit findings related to NBC services

Objective 3.3 Seek Partnership Opportunities to Fill Gaps in Expertise, Capacity and Flexibility for Enhanced Service Delivery

Performance Indicators

- Number of partnerships developed, relative to plan
- Difference in capacity by critical skill, relative to plan
- Number of gaps filled, relative to plan

Strategic Goal #4 Develop and Sustain World Class Organization by Investing in Human Capital

Objective 4.1 Recruit, Retain, and Develop Workforce to Achieve Business Goals

Performance Indicators

- Number of new hires, relative to workforce plan goals
- Percent of employees retained, relative to workforce plan goals
- Percent of strategic skills developed through training, relative to workforce plan goals
- Number of employees achieving LOB specific professional certifications
- Percent employees participating in mentoring program and/or cooperative-rotational assignments
- Percent terminating employees who participate in formal exit interviews
- Percent employees formally recognized per year within NBC
- Number of recruitment/retention tools being effectively used
- Percent employees trained on all internal administrative systems

Objective 4.2 Provide a Productive and Challenging Workplace for Employees

Performance Indicators

- Productivity unit: Service output per FTE
- Employee to supervisor ratio, relative to workforce plan goals
- Percent of overall employee satisfaction and with incentives, training, promotions, programs, and facilities (measured by employee survey)
- Percentage of employees with a current IDP linked to organizational objectives
- Percent of NBC managers completing formal management/leadership development training
- Results of 360 degree ratings in this area
- Percentage of employees receiving less than "Fully Successful" handled with appropriate performance improvement measures.

Objective 4.3 Promote Communications and Collaboration Within NBC

Performance Indicators

- Percent of employee satisfaction with communication, as measured by an employee survey
- Percent of employee satisfaction with timeliness of response to suggestions
- Percent of employee performance plan objectives aligned with business area's goals
- Percent of employee satisfaction with NBC environment, culture, and management